



EX LIBRIS

CHARLES E. KELLOGG

C U R R I C U L U M V I T A E

Charles E. Kellogg

Volume 3

1959 - 1968

1959

1959. On New Year's Day I completed the Soviet Journal and made it ready for the binder. The text for the report of the Soviet Mission had already been forwarded for printing by USDA.

Early in January Dr. Ignatieff sent me the second edition of Efficient use of fertilizers. Unhappily there were many small errors missed in proofreading and I sent him a page or two of these for the next printing.

Although the National Technical Work-Planning Conference of the Cooperative Soil Survey could not be held while I was in India in 1959, several of the committees did meet and developed important reports for circulation to the staff, some of which were discussed at a meeting of the principal soil correlators and directors later in Washington.

At the request of Mr. Oliver of the Development and Resources Corporation it was arranged that we would make a stop over in Teheran for a visit with Leo Anderson and Tom Mead about the work there. The Ford Foundation was agreeable to this and to a brief stop over in Rome for conferences with Dr. Ignatieff and Mr. Sen.

We left for our trip to India, Viet Nam, and Hawaii on January 15. Besides the stops in Rome and Teheran we also made stops in Bangkok, Hong Kong, and Tokyo.

Since a detailed India Journal in two large volumes covers the entire study trip it will not be covered in these notes. In addition the text of the Team's findings was printed almost immediately by the Government of India as Report on India's Food Crisis and Steps to Meet It.

We returned to Washington April 29 and I had my first day in the office April 30.

Due to my wife's diligence the India Journal was finished except for some of the photographs but I had a huge stack of correspondence, books, and journals. We also had a lot of work to rehabilitate the garden.

On May 13 I went to New York City a bit early primarily to attend a very high level Symposium on Basic Research sponsored by the NAS, AAAS, and the Sloan Foundation. But first I made a call at the Ford Foundation and left our considerable expense account and visited with Frosty Hill, Gant, and Atwater.

The following day the conference began in the auditorium of the Rockefeller Institute and was attended by the leading scientists of the United States. Professor Oppenheimer gave a brilliant address and pointed out that freedom for scholarship was as important in the humanities as in science. He said we must avoid any privileged position for the scientist over other scholars. The banquet that evening was addressed by President Eisenhower. The conference was concluded at the end of May 15 and I returned to my office the next day. The proceedings of this conference were well edited and summarized by Dael Wolfe and published as Publication Number 56 AAAS, 1959.

Between May 24 and 29, Val Silkett and I made the program review of Service work in Virginia. Although we realized the state conservationist, Mr. F. C. Edminster, had followed a very weak man, the program was still poorly handled. I went out with

a work-unit conservationist who had been in the Service many years, yet he could no more read a soil map than he could a Greek dictionary. Maps were going into the folders simply because they were supposed to.

We saw engineering work for ACP that cost as much or more for the layout as for the cost sharing. Since this was so bad I got Mr. James Coyle to go down later and make a more thorough study. He found so much bad that I told him to make his report only verbally.

In the soil survey cooperation was not good with the state experiment station, which is probably due more to the uncooperative attitude of Professor Obenshain than to our staff in Richmond. At the end of the inspection we joined with Internal Audit. I am glad we did because they also had many criticisms of engineering, some of which were incorrect.

This was not a pleasant visit because we had to make so many criticisms and some of these were quite serious. Later it was possible to make some shifts of staff, including the state conservationist, in order to improve the administration of the work there.

That May Mr. Orvedal received a much earned distinguished service award, with gold medal, from the USDA.

For some time I had been trying to develop a training program in basic soil science for the rather few promising young men in the Soil Survey. The great majority had had poor curricula in college with little basic science. Most of them had had poor supervision and almost no intellectual leadership before 1953.

The so-called career program in the Service was essentially a formal and bitter joke. The performance ratings given the men were based almost entirely on accepted bureaucratic behavior and certain traits of personality. A large part of the ratings of soil scientists were made by other people having no knowledge of soil science nor any ability to tell excellent work from very poor work. At that time we had about 1,000 people in the Service with the bureaucratic title, soil scientist. Over 90 percent of these were hardly good "technicians." Of this group a few had some potential.

I had enormous opposition to my plan because I wanted the training in a good university. Personnel people favored "in-service" training of which the government has far too high a proportion. In-service training should be limited to special methods unique to operations. But I didn't use this argument. I pointed out that our top people were heavily scheduled and that we had no facilities. Finally after spending a great amount of time I got the idea approved and Brady of Cornell agreed to do it. They *Cornell group* set up strictly basic courses with a very good staff for six weeks. The Service paid the tuition of around \$100 or a bit more for each man and their full expenses as provided for under a recent training act of Congress. I did insist that the men buy their own books. Then we had an argument about grades. Mohagen insisted that we shouldn't have grades. She said, "A man might have a good reputation and get a poor grade." I replied, "That is just too bad. I know enough about psychology to know that grades

have a lot to do with industry. Further, if a man gets a reasonably good grade he will ~~get~~^{get} graduate credit for the work."

This job took a long time to accomplish but it was finally approved. Notices went out to the state conservationists in the spring of 1960 and about 25 candidates were selected. Preparatory study material was sent to them in the summer and the first session was held in the autumn of 1960. Among Cornell, Iowa State, and Oregon State at least one session continued annually. This program partially made up for the downgrading of the soil correlators and gave a few bright boys their first chance. Some, of course, didn't benefit because of various combinations of poor education before and weak motivation. Perhaps some simply lacked native ability. But most of the weak were weak because of bad work and study habits within the Service.

In subsequent years after the program was recognized as highly successful the Personnel Division of SCS took all the credit for themselves including commendations from the Civil Service Commission. Later I tried very hard to get similar programs for training in economics for the work-unit conservationists but with no success whatever. And the "conservation" planning continued to be much poorer than it should because of extreme weakness in production economics and the economics of development.

The Agricultural Marketing Service continued to go ahead with an elaborate questionnaire ^{about soil surveys} to farmers and others in selected counties. As it turned out we had been very well advised to insist on statistically selected samples and outside investigators. AMS promised a full report in the autumn.

We had planned a meeting of the principal soil correlators for early July. On the first of July Guy Smith fell from a rickety ladder and broke his hip. So the conference had to be postponed. In early July Bill Johnson came in for a short time. Also in July the organizing committee for the 1960 Congress met for two days in Madison to complete the basic plans to be detailed at the next Soil Science Society meeting.

Early in August I took a trip to our state offices in Columbus, Ohio and East Lansing, Michigan. Fortunately both states realized they had some serious problems, partly of technique and partly of cooperation within the states. The Ohio situation was bad because of the weakness within the University. As a result, most of the funds were being appropriated to a politically oriented State Department of Natural Resources.

During August I worked mainly on the plans for the Congress and heavy correspondence at home and abroad.

Near the end of August Mommy took me to look at automobiles but no decisions were made.

At the end of August I went to the state conservationists' meeting at another inconvenient resort place in the Black Hills -- "Sylvan Lake" near Rapid City. This meeting^{gave} me, have been somewhat better than the previous one. My own personal relationships with the state conservationists were excellent.

While at the meeting Mommy wrote me that she had found the car she wanted and was anxious for me to come home to see it. I wired her to buy it and meet me with it at the air station, which she did.

During September Dr. Simonson attended the meeting at Oxford of the working party on the soil map of Western Europe and then went to Rome, on annual leave, as a consultant to FAO.

The long awaited report on published soil surveys came out from the Agricultural Marketing Service. It recorded a few criticisms that we had appreciated and had already taken care of about 3 or 4 years previously. Most of the samples were drawn from soil surveys that had been published for some time and that were initiated during the 1950s. The Soil Survey staff was enormously pleased with these results which showed a very wide and intelligent use of published soil surveys by farmers, engineers, and a wide assortment of other people. This should keep the carping criticisms down for awhile. (But with the help of E. A. Norton and Gladwin Young, the green goddess brought them up again a few years later.)

While working on the report in India the group suggested a detailed statement on shifting cultivation which I thought too long. Near the end they agreed and it was published in India in September, 1959. The report of our mission in the Soviet Union came out about the same time.

I got pretty well caught up on correspondence and papers to be published. Then on September 1 we had a two-week conference of principal soil correlators and directors in order to put the finishing touches on the Sixth Approximation toward a new system of soil classification in time for the 1960 Congress in Madison. The boys had foxed me on this one. I had said, "No more publication of schemes until we have all the soils series within it." Now they said, "But, Doc, aren't we going to have anything for the Congress? And we can't possibly

get the soil series in now."

On October 1 our first grandchild was born to our son, Robert, and his wife, Joan. She was named Elizabeth Joan.

Between October 4 and 10 Bill Johnson and I along with Hugie, Passey, Hutchings, and others conducted a field review of the soil-range study in the inter-mountain states. These men were doing a most excellent job. They had located many isolated and ungrazed sites. The soils and vegetation were studied over a cycle of years. It was easy to predict that this work would go far toward putting a firm basis under interpretations of soils for range use. Except for a few isolated places, such as the three counties in western North Dakota -- McKenzie, Billings, and Morton -- mapped in the early 1930s, the soil scientists and range men had gone their separate ways. Range men had developed a highly subjective, almost mythical, concept of what they called, "range site." They called that under undisturbed vegetation a climax or a range site in excellent condition. This study showed that such sites commonly had many bare places due to the natural processes without any grazing animals. ~~Certainly~~ This research ^{was} ~~is~~ destined to revolutionize these subjective ideals of range site and of range-condition class. But the opposition will be strong among the old men in range work. They have learned by rote from the book and few of them have any basis for objectivity and scientific reasoning. In fairness to the men, however, much of the confusion had resulted from Bennett's insistence that range men use the "land-use capability" interpretations, which had no value for range land.

At the conclusion of our trip and final conference in Salt Lake City I had a long talk with Dr. T. B. Hutchings, the state soil scientist in Utah, and certainly the best scholar among all our state soil scientists at the moment. Up to 1953 Metcalf had been state soil scientist and a close personal friend of the rather poor state conservationist, Libby. Everybody except Libby agreed that Metcalf was incompetent. But instead of dropping him entirely for some reason Williams let Libby keep him on the state staff as soil conservationist. Metcalf was very jealous of Hutchings and undercut him with Libby. The work had suffered. When I returned I explained this to Mr. Williams with considerable vigor. He did take care of it with Libby and the work improved.

After a very busy week in the office I left Thursday evening, October 15, for a seminar in the Economics Department at the University of Chicago. This was a lot of fun. Even when I disagreed with Ted Schultz, I liked him and found him very stimulating.

During all of 1959 and especially in the autumn I had a great deal of trouble about state soil scientists. I was supposed to approve them before they could go to GS-13. This meant a continual battle with Personnel who knew nothing whatever about their qualifications. After long and unnecessary sessions a few bad ones got eliminated, but a few poor ones got approved by Williams, in spite of my statements of their inadequacies, on appeals from state conservationists and Bohagen. Among others were the ones in Maryland, Alabama, Colorado, Nebraska, and Indiana. Hockensmith's continual support of his old cronies made

matters more difficult than they should have been.

During the week of November 14 we had the Soil Science Society meetings in Cincinnati. Much of our time was taken up with detailed preparations for the Congress. Truog was appointed as the paid director. He had done a very good job in getting funds from private companies and some from government agencies. His effort had a great deal to do with the ultimate success of the Congress.

The next week I gave a lecture at the Cosmos Club on India and carried on heavy correspondence and paper writing.

I spent December 3 and part of the 4th at the Agricultural Adjustment Center at Iowa State. A small committee of the Center, more or less chaired by J. C. Bottum of Indiana, had prepared a sort of handbook for colleges to use in planning research, teaching, and extension on agricultural adjustment. Both Professor Schultz and I strongly objected to the whole tone of it, and rather vigorously. The boys compromised but didn't fix it up much. Shortly after it came out it died a natural and unlamented death.

On the evening of December 3 at Ames nothing had been planned for me. I noticed on the bulletin board that the professors in the humanities were having a seminar on John Stuart Mill. Someone suggested that I would be welcome if I wanted to go. So I went. It was a good session and I had a lot of fun even though I knew none of the participants personally. After the session one of the participants came up to me and said, "A few of us get together after these sessions and have some coffee in a room we have reserved here in the Union, would you join us?" I told him I should like it if I could

have tea. After awhile this group, including both senior and junior professors, took their hair down about the anti-intellectualism at Ames. Finally one of them said to me, "I've been here for more than ten years and this is the first time I've ever had a serious discussion on a subject of mutual interest with a senior man in agriculture." The others said the same. I was really shocked. I didn't sleep well that night. The next morning I ~~blasted~~ blistered the Iowa boys in agriculture. I told them, "The idea that these scholarly men have nothing to contribute to an agricultural program in Iowa is ridiculous, stupid, and downright anti-intellectual." I have been back to Ames many time since but something has always been scheduled in the evenings! Still a few months later they did actually draw one of the political scientists into the research program of the experiment station and paid half of his salary.

Before I left Ames I gave a taped lecture on the current situation in India.

Except for a short visit to our office in Knoxville and to visit our son in Charlottesville I worked in the office on correspondence and speeches.

1960

On New Year's Day I wrote a speech for use with slides from several countries on Soil response to management for Rutgers University.

Then I worked some with my books. First of all I cannot remember anything before my grandmother was reading to me. She had an excellent Victorian taste in literature.

Then as a boy just beginning to read by myself, I became a book collector. I worked on it off and on but money was a serious limiting factor except for a few happy bargains. In the moves from East Lansing to Madison and from Madison to Fargo and on to Washington, I saved only the nice things. I like open book cases and made my own except for one that we bought in the early 40's. This one had glass doors and three good shelves -- one for Marcel Proust, one for D. H. Lawrence, and one for James Joyce. These grew gradually, especially the Joyce section until his books crowded out those of Proust and Lawrence.

When Mother died in 1953 we brought back my grandfather's beautiful old secretary and I used that for books that he had or could have had, especially the prize ones on early soil science.

After about 1950 a bit more money was available and the soil science collection and the Joyce collections grew more rapidly. I made an excellent trade with Mr. Mohrhardt and was able to complete my collection of the agricultural yearbooks beginning with the first published in the Patent Office in 1849. At the office I kept up the collections I had begun as a graduate student until they filled all the book cases I could get into the room. Dr. Marbut's son had given me some of his things and I had important international proceedings

as well as those of our own society. A big expense for much of this was in the binding. Whereas at one time people had sent me reprints but by 1950 they were sending me books! Some of these will have to be thrown out some day. Continually I must go through the collections in order to keep only the very best of the old and the current.

Lucille and I talked a good deal about what we should do with all these books when I come to give up an office. All we decided was to cross that bridge when we came to it. In the winter of 1949-50 I had arranged with Cornell University that they would have all of my scientific, technical, and agricultural books, notebooks, manuscripts, pamphlets, and maps. *Later changed to USCA Library.*

Lots of people have asked me why I concentrate on James Joyce. First of all, it is only a concentration because I always ~~have~~ read widely and always bought a good many other authors also. It seems to me that Joyce ~~had~~ influenced good writing in English more than any other writer after Shakespeare and the compilers of the King James' Version of the Bible. He had a tremendous education and an unusually retentive memory. A study of his methods makes it clear that he was highly intellectual and strictly in the classical tradition. The only test I know for a good book, poem, or essay is the answer to this question: Is this the way the world is? It seemed to me that after reading something by James Joyce the answer was always an emphatic "yes." But he did make drastic demands on his readers. Thus I was anxious to read what the Joyce scholars had to say because they had had more time to devote to him than I had. Yet some of them missed the boat pretty badly and the world would not suffer if a hundred or so of the books about him had never been written. Yet many have been extremely helpful.

As time ~~was~~^{went} gone on it ~~was~~^{became} increasingly difficult and increasingly expensive to fill out the collection. An enormous number of universities and private collectors compete with one another for the first editions that remain in private hands. But I kept at it.

A few days later I gave a training lecture in Fairfax, Virginia on soils and plants for the guidance of nurserymen in several companies. I had been giving many lectures on both vegetable and flower gardens around this area since the "victory gardens" began during World War II. Among India, gardens, Soviet Union, tropical soils, and the world food problem I spent many evenings talking with all sorts of groups near Washington and elsewhere.

During 1959 and running into 1960 I had much correspondence with and about an old SCS range man named Miles working with ICA. He nearly succeeded in spoiling the good soil survey started in Chile by Roberts with the help of some good young Chilean soil scientists. One of the Chileans wrote to me and asked that I write to their government. Instead I wrote to ICA for information. They sent me the plan which was ridiculous. I commented to them at length. The man plainly knew nothing about soils. He had made a bad record in Israel. Finally ICA took him out of Chile but sent him to Colombia and the whole process had to be done over! Such an incompetent man does vast harm, more than several good men can correct. It took a lot of my time and that of several other people in Washington and elsewhere to get him out.

When in Iceland in 1950, and subsequently, I arranged for a soil survey and the plan was carried out. An Icelandic soil scientist came to the United States for training and then he and Dr. Iver ~~N~~^Nygard went together to Iceland. They set up small areas for detailed soil survey and worked on a schematic soil map for the whole country with Dr. Björn

Johannesson. Sometime after his return to the United States, Dr. Nygard intended to write a report, but he died in 1953. Björn went ahead alone, slowly. In 1956 Dr. Nygard's notes were sent to him. Later in that year Mr. Orvedal and I went over his plans and made several changes including suggestions for a considerably more detailed discussion of the soils and their interpretations. It was arranged for Björn to be here in 1959. He and Mr. Orvedal finished up the map, which was printed through an arrangement with ICA and our Cartographic Unit. Both Mr. Orvedal and I, and my son, helped him with the manuscript; and the whole was finally published in Icelandic and English in 1960.

I put a great deal of effort into my speeches for the Soil Congress in Madison especially the one for the opening session which required a lot of simple but time-consuming statistical work.

Again I had more trouble with my back but my physician could find nothing new and my blood tests were normal. I did spend a little more of my time in the evenings reading Joyce rather than all of it writing speeches. Correspondence was very heavy about the Congress and other problems.

On January 25 Mommy and I left for New York and Boston. I attended the Northeast Regional Soil Survey Conference and Mommy went on to Boston where I hoped to join her.

A few of the boys did pretty well especially in their early discussions on suburban planning. But they already needed a great deal of guidance. The state soil scientists for New Jersey, Maine, and Pennsylvania were particularly weak.

One evening I had dinner with Walter Lyford who wanted to leave the Service because of the downgrading of the senior correlators and lack of opportunity for research. This was a shame and I tried to talk him out of it. But I concluded that he would go as associate professor either to Johns Hopkins or Harvard. Harvard had offered him a nice place near the Harvard Forest along with a nearly rent-free house for his large family.

On the morning of January 27 I left the conference and went to Rutgers for the illustrated speech on Soil response to management. I compared soil management on contrasting kinds of soil and contrasting management on the same kinds of soil. I had an appreciative audience of faculty, students, and farmers who were there for some special meeting. I went back to the conference in New York about 4:30 and the boys insisted I give them the same speech! I was very tired that night.

The next day Loughery, state soil scientist of Pennsylvania reviewed his Ph. D. thesis on soil wetness. It was pretty bad. But, of course, no one at Penn State could have given him any help. And so it went. Most of the boys showed need for a lot more training, more than Dr. Bauer would be able to do alone.

I then gave them a sort of final round up of what we needed to do in organization, operations, and training with emphasis on self-directed study. I explained the possibilities of the proposed Cornell course. I urged that in the future participants at these meetings have their assignments earlier and prepare their presentations for testing in advance.

The afternoon of January 28 I went to Boston on annual leave and ^dhave a couple of days with Mary Alice and Jack. We got home the evening of Sunday, January 31.

178

While we were at Sharon, near Boston, I learned that my dear friend Dr. Black was extremely ill and was expected to die, which he did on the 12th of April, 1960. It was certainly fortunate that Dr. Gavin and many other of Dr. Black's former graduate students had started early to get out for the Harvard University Press a splendid large volume summarizing his great achievements along with his tremendous bibliography. He had sent me this wonderful volume as a Christmas present, ¹⁹⁵⁹ ~~the past~~ December, ^{after} ~~for~~ years, I had a very difficult adjustment to a world without Dr. Black.

Very early in February Frank Carlisle became director of our Lincoln Soil Survey laboratory. A few months after that I wrote to him to avoid getting too much tangled up with a house. I was afraid that David Gardner might not work out and I might need Frank here. But I didn't want to tell anyone about it just then.

Along about the 15th of February I received a paper from Frank Parker in FAO on ~~fertilizer~~ use in relation to grain by countries. He had drawn some beautiful parabolic curves which suggested that if countries would simply apply fertilizers they would get greatly increased yields. (Actually several countries didn't, as in South Korea where fertilizers were pushed vigorously in an unbalanced advisory program that left out the other essentials.) In my comments I explained all of this to him very courteously. Actually one can get the same curves by plotting crop yields against education, use of good varieties, and several other essentials. In some ways Parker is a reasonable man but he simply cannot understand the principles of interactions and probably never will. Both Dr. Byron Shaw and Dr. Sherman Johnson

gave him the same criticisms but it did no good. He simply could not understand.

About the middle of February we were saddened by the news that Macy Lapham had died. He was already an old man when I came into the Soil Survey. His little book, Crisscross trails, for which I wrote a preface, was to become a prize piece of Western Americana. He had written of his own personal experiences in the West. When he retired years before I urged him to write this and we gave him some stenographic help.

In the middle of February several state conservationists were in and we had a good go about training needs, which I ~~tried~~^{thought} was helpful.

For more than a year Williams had gone along with Norton in being critical of the Soil Survey publications. The reasoning was so absurd that I knew Norton was motivated only by revenge.

The report by the AMS, which came out the previous autumn, negated all of this reasoning. And the state conservationists supported these publications. They gave them some specific and highly valuable tools. The second week in February Williams asked for a comprehensive policy memorandum on Soil Survey publications. It was hard to know why he wanted this but I hoped he had lost his prejudice against them and the interpretations of the soils.

Williams was a hard man to understand. He appeared to have no close friends in or out of the Service, I realized that he may have gotten some bad advice from Hockensmith who was not well informed on these matters and who had periods of feeling insecure. Probably he

expected a larger place than he could have handled. He continued to support strongly in staff meetings the old SCS men who were doing badly. I had no doubt that the going ahead would be rough. Williams was playing politics at every opportunity. He was pretty good at it and several of the staff spent their full time on it under his immediate direction. Apparently he wanted to hold his job desperately regardless of the outcome of the next election. He was working hard to get the Agricultural Conservation Program transferred to SCS. All of the men reporting to him were exceedingly subservient, except me. I simply couldn't have done it and been able to live with myself. I didn't expect any "heads to roll" because no one had any independent ideas that they expressed, except for Van Dersal to whom nobody paid any attention. Van Dersal had ability but no governor at all. He lectured widely on "management" but was himself utterly incapable of either supervision or administration.

On February 22 I summarized where we stood on soil correlation in the field. The program work was poorer in several states but especially in Utah and the northeastern states except for New York. There was not a single good man among the state conservationists in the northeast and only two good state soil scientists, Marshall of New York and Patton of West Virginia, although Zayack of Massachusetts might develop. Koch of Virginia had been a great disappointment. I felt that I must get this training program going in Cornell if we were to have anything good. Too much of the mapping was still unpublishable.

I also had trouble with Marve Schweers about his state soil scientist. He wanted to continue De Young whose work I knew well

from what he did in Montana. I had looked over his work in 1932. It was worthless and the whole survey of the Lower Yellowstone had to be redone. Happily, I was not overruled and a few months later Marve came into my office, he said, to apologize. I asked him, "For what?" He explained that he had thought that I had objected to De Young only for some personal reason but that now he knew better; and that he wanted to apologize for even having the thought.

We had our House hearings on February 23.

I had a great deal of writing to do and correspondence to meet my commitments for the Soil Congress.

On March 11 I went to a meeting of the Society for International Development. This was a project promoted by Gove Hambidge who claimed he was almost penniless with a meager retirement from his government service and FAO. My own inquiries showed that this was not true. He hoped, however, to make a good deal by editing the journal of this new society which he told me would be very appealing to all people in ICA and FAO, especially those in the field. He had interested a rather uncertain group and did get a fair start. I had subscribed to the journal and found it rather dull but I thought I would give it another trial by going to this meeting. Immediately I got the impression that its main objective was to promote and eulogize Hambidge and a few others that were helping him, including Marion Clawson. Clawson had been a big disappointment. He was one of John D. Black's graduate students who had seemed very promising and got to be head of the Bureau of Land Management. When the Republicans came in they wanted a different man. He fought them and lost and went with Resources for the

Future -- an outfit which had high promise but which had accomplished essentially nothing. The staff was composed wholly of men with economic training who knew nothing about soils and the other earth sciences, biology, or technology.

The papers at this meeting were very general and dealt mainly with the population question. I went for the second day and found the audience small and late in coming. Gordon Clapp made a fair speech but awfully general. The chairman whose name I've forgotten was impossible. Later Gove and his associates put on a big drive for members and for the organization of local chapters. But it didn't go. They made the common mistake of seeking out "big names" for speakers and for contributors to the journal. Most of these men were very busy and their speeches and articles were the usual placid, ghost-written generalities. I spoke to Gove once about having some articles by a few successful practitioners in technical assistance. But nothing was done to amount to anything. I subscribed to the journal for a year or two but gave it up as hopeless. It had no influence and died an unrecorded death.

During the week of March 14 our cartographic heads met in Washington but with my heavy load of writing and correspondence I could spend only a little time with them. In addition, I had a lot of classified work to do for the Defense Department and also help to Klingebiel and Montgomery in straightening out the guidelines for capability groupings.

In early April I gave a talk on soil conservation to the Kiwanis Club of Arlington. Curiously Don Williams had arranged for this.

I had gotten verbal approval from Williams for some more assistant principal correlators including one for Arnold Bauer since Lyford had decided to leave on June 1 to join the staff at Harvard Forest due to the downgrading of the correlators and the ineptness of the young state conservationist in New Hampshire, Ken Grant. I had about decided on Bartelli who wanted the job since it was located at Cornell. But my staff outvoted me in favor of Jerry Paschall. Jerry had been the regional soil scientist for SCS in Milwaukee. After I came into the Service in 1952 he explained to me that he wanted to get back into soil science so when Dr. Nygard died I wrote a long letter to each of our cooperators in the Lake states and they agreed to the appointment and promised to help him. Further he wanted to be nearer to Pennsylvania where his aged parents lived. Guy Smith and Roy Simonson especially urged his appointment since this might be his only opportunity for a promotion and Bart would have many. Both Brady and Cline objected. The other men I had sent to Ithaca were made members of the Department of Agronomy. But this courtesy could not be extended to Paschall since he hadn't completed a Ph. D. and had no significant scientific publications. I wrote them long explanations and agreed to explain the whole thing to Paschall in advance so that he would not expect it and thereby not be disappointed, which I did later at the Soil Congress meeting just before he went to Ithaca.

On April 19 I attended the meetings of the Agricultural Board of the National Research Council, which included a dinner. The next day we had our Senate hearings.

April 24 to 29 we had our conference of the National Cooperative Soil Survey in St. Louis. Since having these meetings and the regional meetings nearly every year was taking a lot of time and travel cost I was getting complaints from both the Service and the state experiment station directors. So it was agreed that we would not have another national meeting until 1963. Then we ^{to} should have these the odd-numbered years and the regional ones in the even-numbered years. In addition, we could have formal meetings of national committees if problems were urgent.

This was the usual kind of meeting. Don Williams attended for awhile. I laid a great deal of emphasis on the soils engineering work, the research on geomorphology, the need to improve our correlation of soil series, and the urgency of completing the system of soil classification. Orvedal made an excellent report on soils engineering. We had good discussions of small scale maps, of progress with forest and range interpretations, and of the problems in and around the cities. Near the end I summarized our plans for training and emphasized again the need for the field men to read the Soil Survey Manual very carefully. If any parts didn't work well these should be corrected by formal memoranda before making departures from the Manual.

From St. Louis I went on to Des Moines and Ames for a land-use seminar of the Agricultural Adjustment Center. I had talks with Doug Ensminger, Timmons, Pierre, and many others. Because of mix ups in my ticket I didn't get home until midnight May 6 and without any bag.

The load at the office was terrific. Dr. Fred, the former president

of Wisconsin, came and he and I went down to the National Science Foundation for an unpleasant but partially successful conference asking for a contribution to the expenses of the 1960 Congress.

I spent May 16 and 17 at Auburn, Alabama with the soil scientists of the state. I noted that several of the young soil scientists introduced themselves as "area soil scientists" despite the fact that the state conservationists had been told over a year before to abolish this title and position. M. E. Stephens was the state soil scientist and ~~was~~ without doubt the poorest one in the United States. He was an old crony of W. E. Hearn. Hearn had gotten him to prepare a paper for the Soil Science Society meetings years ago, so far as I know the only paper he ever gave. He harangued the boys for half an hour that texture was an important soil characteristic. It was terrible. Stephens hadn't improved since then. During the meetings he was like a bundle of laundry laid in a chair. All of the leadership for the group was supplied by Y. H. Havens, the senior correlater for Alabama and Mississippi. Havens had developed two fairly good men -- a boy named Kelly and especially a promising man named Perry, who much later became state soil scientist. While in Auburn I had a disappointing and almost ridiculous conference at the college about graduate work in soil science. They were aiming to give Ph. D's with a completely inadequate staff except for one little man in soil ^{soil}mineralogy. ✓

Medlock, the state conservationist, was not called, "Ironhead," for nothing. Still I had been able to get through to him a few things. Just before I left, Perry and some of the other boys got hold of me in my room and wanted to know what I did to Mr. Medlock two years before.

I assured them that nothing special; he heard my discussions of the work just like all the other state conservationists. I inquired why they raised the question. They told me that for years Medlock had been pounding them on the back for acreage. He would say, "If you can get 30,000 why not 40,000," and so on. But they said, "He came back from the state conservationists meeting and called us all in and told us, 'gentlemen, we must improve our quality. These soil surveys will be used for 30 years or more and they must be right.' Before that we had no time to study profiles or legends and now we have plenty of time. He hasn't said another word about acreage." As soon as I could after returning to Washington I checked up on the acreage. It had increased! All of which goes to show that when the morale is high the men work about 2 or 3 hours more a day and don't know it.

I spent May 23 in Chicago for a meeting of the Congress Committee.

I worked furiously on papers, correspondence, tour guides, and the like during May and June.

On June 22 I received an invitation to accept an honorary D. Sc. from Gembloux. My back was bad and with all of the Congress work I had to write to them that I would be glad to receive their honor but that I wouldn't be able to come to Belgium at that time.

From June 29 to October 10 Orvedal was in Germany on terrain intelligence work for the Defense Department.

About June 30 I wrote essentially identical long letters to the Ford Foundation, Rockefeller Foundation, and Dr. Sen of FAO about their suggestions for funding the publication of our world soil map, which would save untold millions of dollars annually in our technical assistance

problems by providing for the orderly transfer of the results of research and experience from one country or continent to another. I got helpful replies from the two foundations. But the letter to FAO was turned over to Parker. He used the idea for getting a new project in FAO, which had no staff or background for such a venture.

I got fitted for a new back brace in the hope that it would help.

On July 11 I gave a seminar at the University of Minnesota on technical assistance for Dr. S. O. Berg's graduate students. This was a lot of fun. The following morning I had a general lecture and seminar on the work of the Soil Survey in our Minnesota state office. Then I went off to Salt Lake City and talked at a regional fertilizer conference on Predicting soil response to management: The role of benchmark soils. Here I got a chance to talk with the people from Oregon State about giving a training course like that planned at Cornell. I also had a nice talk with Dean Danny Aldrich who said he would like to hire McClelland from me. He and I spent the evening listening to the Democratic Convention.

On July 14 I had a fine field trip south of Salt Lake City. Several times Joe Libby had insisted I come out. I wrote to him that I would be there for a review of the range-soil research but he was away. I had written him that I would be there on July 14 but he had gone deer hunting or something and left a rather stupid man by the name of Townsend and Metcalf to take me out. At Lehi I met a first-class work-unit conservationist by the name of Gerald Hansen and an excellent soil scientist by the name of Lowell Woodward. In fact, the A.C. and all of the soil scientists made an excellent impression on me. The work in the field was good and we had a nice seminar.

I returned to Salt Lake City just in time for the evening banquet, which was terrible. I was at the head table and the fellow next to me was so drunk that he spilled his soup all over himself and the table and then slept in his chair. The speaker was some sort of professor from Logan or someplace who supplemented his meager salary by giving funny, presumable moral, after-dinner speeches -- a pure hypocritical showman. It was disgraceful.

I returned to the office July 18 with a heavy load of work. I had to intercede personally with Undersecretary Morse to get approval for our long list of soil scientists to attend the Congress. But he was pretty good about it when I explained its importance.

Customarily FAO had had its soil meetings for Latin Americans in South America. Working with Ignatieff, the State Department, and North Carolina State I had been able to arrange for the meeting to be held in 1960 at Raleigh. This made it possible for some of the Latin American soil scientists to go to the Congress. Dr. Smith attended in my stead and later reported an excellent meeting on soil fertility and soil survey work.

Sunday, July 24 Mommy and I saw Thornton Wilder's fine play By the skin of our teeth at the Olney Theatre. Wilder was a close student of Joyce and especially of *Finnegans Wake*, which inspired the play.

The next day Tom Mead from the Development and Resources Corporation called for some advice about a project. He had hardly gotten there before I received an urgent telegram from the director of the INEAC station at Yangambi. The Congolese were running mad and

UN soldiers were desperately needed. I supposed that I was the only person he knew in Washington. It took me about two hours of continual phoning to find the right man in the State Department but I finally did and he called the UN in New York. In the meantime Tom Mead rushed up in a cab to the Ghana Embassy and the ambassador got off an urgent telegram to Nkruma. Troops were sent.

This business of Congo Independence was one of the most disgraceful incidents in American history, primarily because our people had almost no intelligence about the Belgian Congo outside of Leopoldville and Elisabethville. Of course the Belgians were enormously to blame. They had done the best job of any of the European powers in Africa. Yet they had been there for only a very short time. In 1947 I met chiefs who had known Stanley! Then too, they had failed to make any propaganda^a about their work. I had urged them on several occasions to set a forward date for independence. A professor at the Free University in Brussels prepared a scheme for such a treaty and plan in 1956, but the government still said, "It is too early." A few rascals like Lulumba (who went to jail for stealing postal funds) marshalled the witch doctors and got a revolution going. The Belgian government was weak at that moment, lost its head, and gave them their independence in 1960. The US representative stood up in the UN and supported the Soviets that all Belgian troops should be removed. The results could only be murder, economic chaos, and complete destruction of essential services. It turned out to result in the world losing fully one-half of the total competent research in tropical agriculture. And in a country of 30,000,000 people that had the resources for 300,000,000.

On August 2 I have another kidney-stone attack. This one was not so terrible because I knew right away what it was and had a supply of demoral to give myself shots. (How lucky that I wasn't in Belgium.) I spent all day at the clinic. I told my physician that he had to get rid of the thing before the Congress. He said that I should speak to the stone. I told him, "You're the physician, I'm not asking you to give my lectures this month, I'm only asking that you fix me so I can give them." "That's fair enough," he replied. And it passed that evening. So I got back to the office the afternoon of August 4.

On August 8 I received all the fancy stuff from Gembloux including a gorgeous epitage.

On August 9 Bramao came to see me. The FAO conference at Raleigh was just concluded. It was obvious that he had run out and left Dr. Ignatieff with all the work of the report. I asked him how Ignatieff was and he replied, "Oh he's all right but you know he's not much interested in this program." What a damn fool he was to talk to me like that about the most dedicated and highly motivated soil scientist in the world.

About this time we ~~began~~ began to hear rumors of Billy Ligon's troubles in Georgia. It seemed that he had been caught going slowly through a speed trap and had to pay a fine of \$30. He was so mad that he wrote a letter to the Attorney General of Georgia, on official stationery using his official title, pointing out that the sheriff, police, and judge in the county-seat town were a disgraceful bunch of crooks. This was sent to the judge who forwarded copies to the Georgia senators along with an extremely abusive letter in which he foolishly called Ligon a communist. Actually, of course, Billy missed that by an

extremely wide margin. A statewide order for his arrest was issued along with a plea to the Attorney General of Tennessee for extradition. Fortunately the local judge in Knoxville was a good friend of the Attorney General and of Billy Ligon. Through him the extradition was denied in the most courteous terms and Billy got a new set of license plates. After the whole thing had passed over the Personnel Office of the Department heard about it and spent heavens knows how much money on an investigation which ended in Billy being charged on hour annual leave for the time he took composing the letter and \$1.16 fine for the time his secretary spent typing it. This dragged on nearly all summer but the case was closed September 9, 1960 by a stupid bureaucrat with no sense of humor. Except for writing on official stationery everyone was on Ligon's side. But he stayed out of Georgia for awhile.

I went to Madison Friday, August 12 for the 7th Congress of the International Society of Soil Science and Mrs. Kellogg came the next day. We stayed in the dormitory where the foreign guests were housed, which was very pleasant indeed. We were sorry that M. and Mme. Jurion couldn't come because of the Congo troubles and we missed a few other old friends. Sir John Russell was too old and too ill to come, and too busy writing.

When the tour group came in from New York I expected Marlin Cline to give me the devil. But it was quite the reverse. Although he was very tired he had had a good time. The man chosen to be his business manager had sort of "gone nuts" and Truog had had to send out a man from Madison. Then two or three had gotten left at a stop. But after that everyone learned to be on the bus when he blew the whistle.

I asked him, "What was your greatest single impression?" He replied, "Those big fat German bottoms in the aisles."

During the conference I had literally hundreds of side conferences with individuals and groups from all over the world.

For the council meetings Van Baren had done almost nothing. His report was untyped and had many errors. We should have done our homework better and have been prepared to elect a better man in his place. But we didn't, which turned out to have been a big mistake. Early we had to decide a place for the next Congress. We had received invitations from Germany, Rumania, and Egypt. The debate was hot and I supported Rumania. The vote was close and we agreed to postpone the final decision until another meeting. At the second meeting Rumania got the most votes but not a majority of all votes. The constitution provided for a majority. Since I had written the constitution they all asked whether I meant an absolute or simple majority. I replied, "A simple majority," which gave the election to Rumania.

My paper for the opening session, Productivity of the arable soils of the United States: 1927-1959 went over very well indeed. What I had done was to show what had happened to the efficiency of soil use in the United States since the previous Congress here ^{in 1927.} It was a shame that I hadn't brought along a few hundred extra copies.

A little later in the program I chaired a session on tropical soils requested by FAO and gave an illustrated lecture on Shifting cultivation. Since this program was not a part of the official Congress program, the papers were published as a special issue of

"Soil Science" for April, 1963. (The delay was due primarily to Georges Aubert. Finally I wrote him that we were going ahead with or without his paper and he got it in.)

Near the middle of the session at Madison, Mrs. Kellogg and I had a nice dinner at the Edgewater Hotel, mainly for several overseas visitors who had been especially nice to us plus Dr. Bradfield and Professor and Mrs. Truog. As I recall they included V. Ignatieff, C. H. Edelman, René Tavernier, J. J. Fripiat, M. C. Gastuche, Manil of Gembloux, Professor and Mme. Turin, Norman Taylor, C. G. Stephen, Georges Aubert, B. Johannenson, R. Dudal, and L. Bramao. It was very pleasant and everyone seemed to have a good time. Professor Manil made a nice pretty speech based on the citation for my D. Sc. from Gembloux. (The Soviets had a party in the same place the following evening and used our flowers again!)

Several of our men had wanted to have some sessions with the Soviet delegates. This was finally arranged when we became aware that Professor Turin was head of the delegation in name only. The real head was a fine looking black-haired gal who taught English and Burmese in the University of Moscow. She had all the money and doled it out to the others with great reluctance. The Americans had to furnish them their cigarettes. Then to have the conference it was explained that both Turin and I must be present. We got a big room and had the meeting. First I explained that part of the men were primarily interested in classification of soils and another part primarily interested in their interpretation for use. Turin insisted that the two subjects were so closely related that they couldn't be separated. But the black-haired

immediately said, "Those interested in classification will remain here while the others will move to the opposite end of the room." Thus was the matter settled.

Then I made what turned out to be a colossal error. Many soil maps were exhibited at the Congress from all over the world. Ignatieff of FAO was asked to reproduce these so people could have them but he explained that FAO had no funds for this purpose. Then Kovda spoke up and said that UNESCO would be glad to do it. So Ignatieff, Kovda and I worked up a simple resolution addressed to FAO and UNESCO asking that they jointly reproduce these maps and similar maps that might be produced in the future. This seemed reasonable enough. But the trouble it caused later, wasted hundreds of thousands of dollars. Kovda and Van Baren willfully and with malice twisted this simple resolution into one asking UNESCO and FAO to make a soil map of the world. Kovda in his position at UNESCO was able to exploit the vanity of Bramao and Frank Parker to get it started. At first Bradfield went along with this interpretation without bothering to read the resolution which didn't say that at all.

We had another difficult conference about exchanging soil descriptions. The Soviets were trying very hard to get them from us. FAO could serve as the intermediary. But I would not agree to the release of any unpublished descriptions except to countries belonging to FAO. Even Norman Taylor told me I was bureaucratic. But these were the regulations of the United States Government.



The Seventh Approximation was distributed to all participants. We had special conferences on this that got pretty warm, especially from the French and the Soviets. Dr. Smith got a bit vague while Kovda was chairman. The question was over morphology vs genesis. I explained the position as follows: A soil classification must be based on morphology. But we had to know what was significant in morphology and that we knew from our studies of genesis and the responses of soils to manipulation. Thus genesis was very important, in fact vital, but one step removed from the classification itself. I don't know whether Kovda was trying to butter me up or not but he said, "That's the clearest statement we have heard on this question. Why didn't you make it earlier?"

Then I also had a row with my Dutch friends who were always talking about "land classification" when they meant "soil interpretation." I pointed out that land classification involved many other technical items and especially economics. I explained this at considerable length. Some time later my friend Edelman wrote to me that the Dutch Society had agreed to make the change and complimented me on my persistence!

Georges Aubert was a bit unhappy. The Organizing Committee had considered simultaneous translations into French and German. These would have cost us over \$100,000. I had written to my friends in Europe whether or not they would help out so that we could use the money, as we did, to give a great many travel grants for soil scientists overseas who would otherwise have been unable to attend. They agreed. Then too, Dr. Bourbeau, then at the University of Maryland, helped enormously. Still on orders from his government poor Georges had to make a formal protest.

The Soviets had some beautiful new soil maps on exhibit. I suggested to Turin I should like to borrow these but he said they couldn't loan them because they had no other copies!! but then just before the post-Congress tours I raised the question with him again pointing out that I had had no chance to study them. I could do that in Washington while he was on the southern tour. To my amazement he agreed. Immediately I called Orsini in Washington to have things all ready to copy them the moment I returned.

Mommy left Madison early in the morning of August 24 to visit a friend in Chicago during the day. My train was late into Madison so I called the B. and O. station in Chicago to give her a message. I got off the train in Chicago late with my baggage and all the maps. I told the driver I would pay him double if I could make that train. Due to Mrs. K's charming personality or something they held the train to Washington about a half hour for me. I felt real complimented by this.

I was back in the office on August 25 and Mommy left August 27 for San Francisco to attend the American Hospital Association Convention.

The following week I was at the office trying to catch up as best I could. It was very hot in Washington. It was so hot that even our old grey cat, Finnegan, was willing to listen to the airconditioner for the first time.

Mrs. Kellogg returned on the 2nd of September and the southern tour of the Congress ~~was~~^{wasn't} up the next day. We went down to meet the tour returning from the South, returned the Soviet soil maps to Professor Turin, and Mommy gave the Soviet ladies some stretch gloves.

During the next ten days René Tavernier and his son Dirk stayed with us. Louis Derr went to Nigeria for three months. Also Orvedal was in Europe on defense intelligence work.

Beginning September 6 we had the annual meeting of the state conservationists in Washington.

In September the Soil Survey directors, except for Orsini, plus Lyle Alexander, got their promotions to GS-15. This was in line with, or a little behind, Service policy generally but it did make an unfortunate gap between the grades of the principal soil correlators who remained at GS-14 and the directors at GS-15. I considered the jobs to be completely comparable in grade. The directors could specialize functionally whereas the principal soil correlators could only specialize regionally. If anything, the principal correlators had the tougher jobs.

René and Dirk left for Belgium Tuesday, September 13.

I had very nice letters from Billy Ligon and Andy Aandahl about how much they enjoyed their jobs as tour leaders. I was enormously relieved that these tours were over without a bad incident. One silly overseas visitor picked up and ate some "mushrooms" in Southern California. They would have killed him except that a hospital got them pumped out in time. In fact we had a great many fine letters about the tours from the participants.

On September 15 Don Williams left for India. When I heard he was going I offered him my journals. I don't know how much he read but he commented on some items. This was all very curious. Previously he had shown a complete lack of interest in the foreign programs and

and recommended some embarrassingly poor SCS people to ICA. Certainly he hoped to gain something for himself although I didn't know what. He had said several times that people should retire when they reach their 62nd birthday, which is silly, for 62 is much too early for some and much too late for others. He may be looking for a spot with the Development and Resources Corporation or something like that.

On September 24 Mary Alice had a daughter, Stephanie Kellogg Schaefer. A little later Mommy ~~goes~~^{must} to Sharon to stay with her and I spent the next week end in Charlottesville to celebrate our granddaughter Elizabeth's first birthday.

During September and early October I heard a lot of rumors through the men in the field that the CSS (later ASCS) was laying the groundwork to take over the SCS. This was simply the inevitable backfire from the attempts of Don Williams to get their Agricultural Conservation Program.

I had a great deal of correspondence and many speeches to prepare so this period was a very busy one. October 11 I talked with the librarians concerned with biology and a couple of days later to the Association of American Fertilizer Control officials. In this second speech I clarified my thinking on The role of fertilizers in a changing agriculture.

I had already heard rumors about the attempt of Kovda to use UNESCO funds to help Bramao undertake a world soil map program. Kovda knew as well as I that Bramao was incapable of doing this but he bribed Van Baren to come to a meeting in Paris on the subject by paying his expenses.

November 2, Frank Parker called on me. He had Dawson with him from FAO and I had Orvedal. He wanted to talk about this world soil map. I made it clear to Parker that I could have no objection but it was a fraud to say that it was requested in any way by the International Society. He told me they planned to compile a map on the scale of 1:5,000,000. I explained that a map at that scale would have no use for transferring farm experience from one place to another. It couldn't show enough base data so that readers could find themselves. He agreed that we make a test in a little country somewhere at a scale of 1:5,000,000 and at a scale of 1:2,500,000. I pointed out also the enormous skill required in this work. We choose men for our World Soil Map group very carefully and give them a year of intensive training before putting them on the job for independent work.

After the conference Dawson and Orvedal wrote out the agreements and Parker and I both signed the statement, which turned out to be a waste of time. I kept Ignatieff, Tavernier, Muir, Aubert, Taylor, Stephens, Edelman, and Bradfield informed of what was going on as best I could.

Kennedy won the November election and the fat was in the fire. Mr. E. L. Peterson resigned to head the Milk-Producers Trade Association. Ferguson who had been Director of Extension took his place for the remainder of the term.

The Association of Land-Grant Colleges met in Washington and I went down on November 15 to hear Kenneth Galbraith. Everybody expected him to talk about education. Instead he poked fun at them for awhile in a very witty way. He said, for example, "We have bought with money freedom from the labor of thought." He was really playing up to the press

and to Kennedy with his emphasis on trade balance and gold reserves. Some thought he hoped to be Secretary of the Treasury. He did become Ambassador to India until Harvard told him to resign or come home. (A couple of years later Russell Thackeray told me that he had invited Galbraith to speak on his ideas for financing education. He told me that Ken agreed to do this for a nice fat fee in advance. Actually he never touched the subject and didn't even stay for a question period. All of the officers were very put out.) Later in the meeting I had a brief session with the Soil Survey sub-committee of the Experiment Station Committee on Policy. Browning and Thorne knew something about it but Fortman and Lovorn had no idea why they were appointed, and neither did I. So it didn't amount to much.

Late in November I learned of some bad scandal between the state conservationist and state soil scientist of Louisiana and realized I must look into it as soon as possible. Since I had a meeting scheduled in Mississippi in January I scheduled one in Louisiana after that.

Since we had been having difficulty in Arizona I scheduled a field trip there with Bill Johnson beginning on November 29. We looked over much of the work with Boyle, James, and others. The work in the field looked pretty good to me, including that cooperative with the Forest Service. The SUS range men were still obsessed with their subjective "climax". In the discussions it became clear to me, and this was fully substantiated during the next two years, that the range boys were scared. Most of them were afraid of soil surveys.

They didn't understand them. They feared that once these were interpreted with good yield data that they would not have a job. (It was to take me six years to break their objections to the inclusion of range-forage yields in the published soil surveys.)

Although Milo James was a worrywart he seemed to know something about soils. But Boyle was weak. The upland work in Arizona was very difficult because of great differences in elevation and the complex lithology and geomorphology.

After the field work I stayed for awhile to attend the state planning session and returned to Washington by way of Chicago where I stopped off on December 4 for a meeting of the Soil Science Society of America. (I recall that it took me longer to get from the airfield to my hotel than it did from Phoenix to the airfield.)

The committee on the Congress had a wind-up meeting. I was told that Tavernier owed \$115 for the second tour, which he didn't take!

We did have some good discussions with Omer Kelly and others on benchmark soils. And I had a nice conference with Bartelli about going to Knoxville, providing we can get his wife to agree.

I was terrible disappointed to learn that the Agronomy Society, already an anachronism, had decided to build an official building in Madison. This was a serious error. Apparently the decision was made at the Purdue meeting when I was in the Soviet Union. I explained that any society that hoped to influence the Congress must have an able staff in Washington with an executive secretary eligible for membership in the Cosmos Club because that's where the real decisions

on scientific plans were made. I convinced Truog of this but it was too late.

On December 12 we had 15 inches of snow and the office was closed so I had to put on chains and drive into the city for my tickets. I had to be up early the next morning to go to Ithaca, New York for the meeting of the Empire State Soil Fertility Association. Bradfield took me that evening to a banquet where the New York Commissioner of Agriculture gave a speech consisting of more than 90 percent jokes. The next morning I gave my address on Soil fertility and soil conservation plans. In the afternoon I went over the details of the recently completed program in basic soil science with the Cornell faculty. Apparently the course went well. The staff liked the men and several of the men had already told me how much they had enjoyed the course, especially Mike Peach.

From 10:00 A.M. to 4:00 P.M. of December 15 I had a good go in the rare book section of the Cornell Library and read the letters of Joyce to Nora. I hoped them that some of these would never be published because people would misunderstand them. Late in the afternoon I had a brief go at the Nutrition Laboratory.

On the way back December 16 the plane slowed down. The snow was so thick one could see nothing. The pilot told us that a little plane was lost in the air somewhere. I missed my plane to Washington by less than five minutes. It was taxiing out as we taxied into Newark. I got my ticket changed to a later plane and called the office. There were very few people in this plane. When I got back and Mrs. Kellogg met me she told me about the terrible plane collision in New York while I was in the air.

I had a rough time catching up with correspondence for the remainder of the year.

1961. According to notes from the office I became a senior member of the Cosmos Club on January 1, 1961.

Sunday, January 15 I flew to Jackson, Mississippi. After a brief conferences in the SCS state office I was driven to Mississippi State University at State College for a joint meeting of the people working in the state on the cooperative soil survey including several from the state and federal forestry agencies. Heard had done a good job here with state relations. I talked to the group about some of our major problems and opportunities. The second day of the conference, January 17, was devoted mainly to soils and forestry. For one who didn't know the individuals involved it would have been difficult to identify their agencies. Havens had a very good paper. During dinner I talked to the group about the improved opportunities for self-directed study.

We drove back to Jackson and had some more staff discussions including a long talk with Heard about improvement of the relations generally between SCS and the Forest Service. He said he would favor a regional joint conference. The men took me on a quick field trip to Vicksburg and back. It was very interesting to see how the gullied soils that Bennett had said were ruined were being shaped for excellent pasture. I had heard about the snow in Washington so I called home and found it was very bad.

On January 21 I left for Alexandria, Louisiana. Some time earlier I had called the state conservationist, Joe Martin, and told him that since I would be so near I should like to visit with him and the state soil scientist about the work. He had told me that would be fine but he wanted to be the first one to see me off the plane. So I knew

something was up. After I landed he took me to my hotel room and acted worried. I explained that I had heard that the legends were poor and that I should take a look at them. He said that this was right. Fontenot (the state soil scientist) was not good and Marvin Lawson (soil correlator) was simply putting in time toward retirement. When the regional offices broke up Lykes asked me to take Lawson and I reluctantly agreed. He had potential but he was lazy and a whiner. Joe left and agreed to come back later so I had a chance to rest for awhile. When he came back in the afternoon I told him that I had heard he had serious trouble. He made several guesses of my informer but they were all wrong. He showed me copies of an exchange of correspondence between himself and Fontenot. The letters on both sides were abusive and vague. I explained to Joe that I would not want his letter to go to an appeal board. I explained that he should have cut out all generalities and referred only to specific instances of misconduct with the dates. I further explained that people felt that he was turning too much to Henry Clark. The whole mess seemed worse than I had originally thought.

The following day, Sunday, I went to church with Joe Martin and his wife and daughter and had dinner in their home. Back at the hotel I met several soil conservation ^{dis}~~district~~ supervisors coming in for a state-wide meeting. Joe told them that I had come to their meeting as a representative of Mr. Williams.

At the meeting next day I. L. Severson laid out the plan for the new soil laboratory. There were several interesting talks and I got a chance to meet Marion Monk, a real extrovert and treasurer of the National Association of Soil Conservation Districts. Later he became

700 (15)

president. He got me aside and said that Fontenot simply had to be fired. I explained that there were rules for such actions and that these would have to be followed. A Baptist preacher from Emory University gave a hair-raising talk about erosion made up of the worst lies Hugh Bennett ever told. It was simply awful but his audience loved it. The next day the conference got going and I was suddenly called on for a speech. They insisted also that I attend their board meeting.

On January 25 I had long conferences with the staff about the work and finally concluded that really both Clark and Fontenot should go.

I had a good talk with Martin about relationships with the Forest Service and the need for their improvement. I proposed that we have a regional meeting jointly with them and he agreed to host it at Alexandria.

The next day Martin and I drove to Baton Rouge and called on Dean Efferson. I talked with him alone for awhile about Fontenot. He told me that ther^y had been no serious trouble but soon there would be if he stayed. Then I had talks with several of the soils people at the ~~soils people at the~~ university. Both Dr. Sturgin and Mr. Lytle impressed me very well. On the 27th of January I returned home by way of New Orleans.

The following week I talked this whole matter over with my staff and Mr. Dykes. I explained the problem to Mr. Williams and he agreed to get Davy of Arkansas to offer Fontenot a job. Later Fontenot refused the transfer and retired. A good man from Iowa was recruited

to replace him. All of this was not easy because Fontenot appealed to the Department but happily not to the Civil Service Commission.

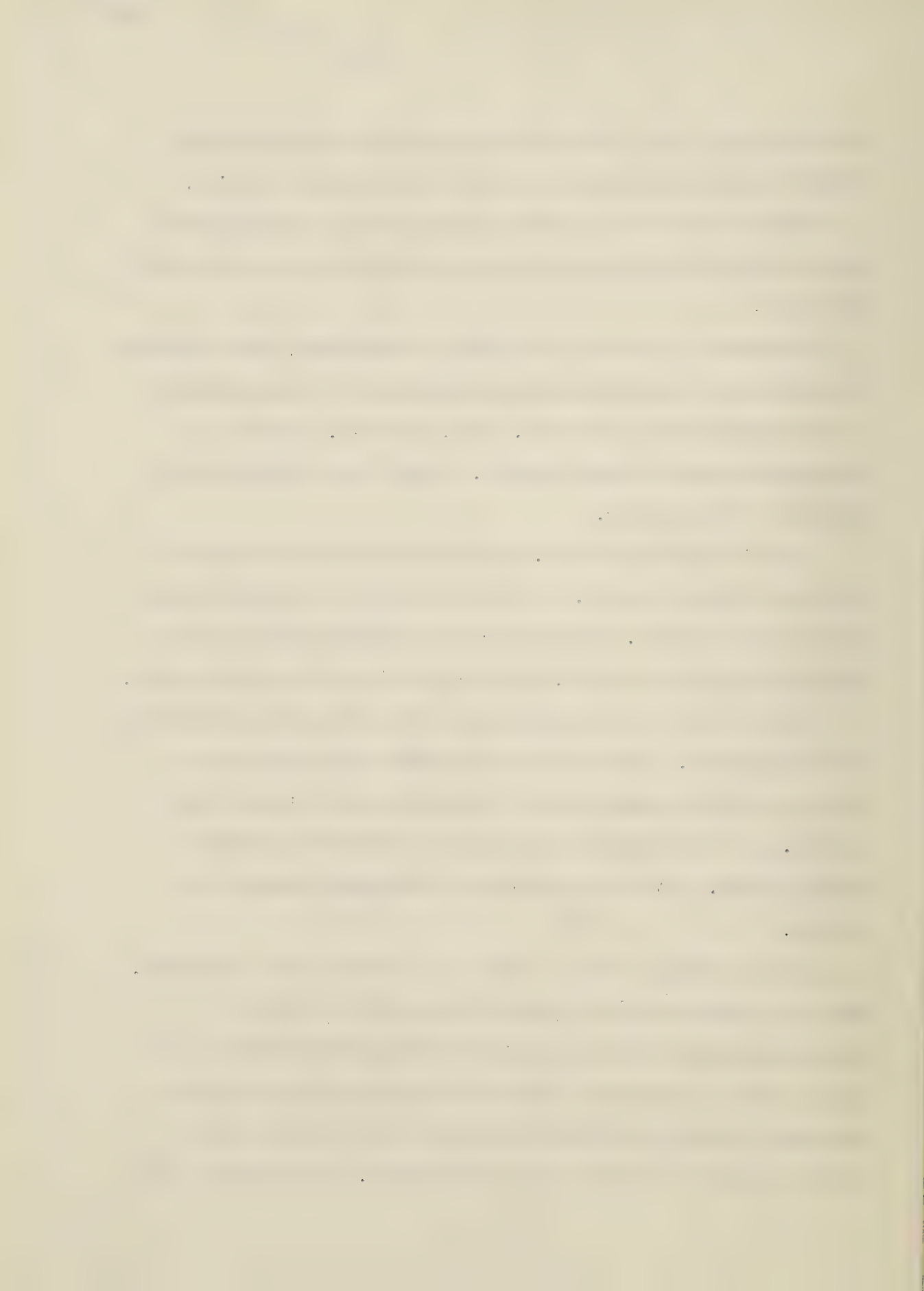
Near the end of January Carter of the World Soil Geography staff went to Honduras and Nicaragua on defense intelligence work that lasted into April.

On February 3 I wrote a long letter to Herb Waters, former assistant to Humphrey and recently made deputy administrator of IDA as follows: (Insert letter marked pages 732-a, 732-b, and 732-c.) I got an acknowledgment but no action resulted. Either Waters did not care or was unable to do anything.

Early in February I met Mr. Joseph Robertson the new Assistant Secretary replacing Roberts. I told him the long and difficult story about the USDA Library. With this he was extremely helpful and gave Foster Mohrhardt full support, which helped everybody in the Department.

Robertson and I had long talks about the growing anti-intellectualism of the Department. For a couple of years after that he made some attempts to develop something like the spirit of the 30's and I felt hopeful. But the Secretary had no interest and Robertson himself wouldn't study. But at least I got very good library service from then on.

Sometime early in February Parker had proposed in FAO a new study. When he had been with ICA in India, in about 1955 or 1956, he wasted a lot of good money by getting Hans Jenny to make a study of organic matter in relation to soils and climate in India. Jenny had made such a study in the Great Plains years before and drew some conclusions that he modestly called "Jenny's Law." It turned out that



February 3, 1961

Mr. Herbert J. Waters
Deputy Administrator
International Cooperation Administration
Washington 25, D. C.

Administratively Confidential

Dear Mr. Waters:

For many years I have been in charge of the Soil Survey of the Department of Agriculture. My present title is Assistant Administrator for Soil Survey of the Soil Conservation Service. Mr. Ray Heinen, one of my colleagues in SCS suggested that I write you. I am not "applying" for anything.

My official work and interests have taken me abroad a great deal, especially in Europe, Africa, and Asia. These trips were to represent the United States, to get information of value to our programs here, or to assist foreign governments in their agricultural research and development programs. Some trips had combinations of these objectives. In addition, many foreign scientists, especially soil scientists write to me or come to the United States to study with my staff.

My experiences have lead me to sense deeply the most urgent need for changes in the ICA program and administration. It is of the utmost importance that more nearly competent men (in Washington as well as abroad) be recruited for the work than has been true since the early years of the MSA. A very few are good to excellent, most are far less than that, and a large number give our country a bad name because of abysmal incompetence or bad manners.

On request, I wrote a short paper on what we need. (Attached). I did not feel that I could mention names of people, countries, or agencies; so there is some "shadow boxing" in it. Among the informed people who read it before and since publication there has been agreement. Please believe me, relatively few Americans abroad in ICA agricultural technical assistance can or will operate as suggested in that paper.

But I hasten to add that a few do. Nearly all of those in the overseas agricultural program of the Rockefeller Foundation do so. We know it can be done.

The really big problem is competence. Even from the Department of Agriculture and the colleges few competent people are selected. In the Department of Agriculture the reason is due partly to very poor selecting officers in ICA and partly to an extreme reluctance in the Department to let the good men go. The reason for this is the following: We in the Department go for appropriations for our domestic programs before committees of the Congress that are not sympathetic to technical assistance in agriculture by either the United States or FAO. Many hold the narrow view that such efforts, if successful, will reduce exports of American farm products.

Thus if we let a highly competent man go we were subject to serious direct criticism, not buffered by our Secretary's office, and we had no orderly way to replace him.

Some two years ago I proposed a simple remedy. Assistant Secretary E. L. Peterson agreed with the proposal and put it forward but no action was taken by the White House. Actually the responsibility for encouraging or allowing top men to take assignments overseas was so diffuse that it scarcely existed at all. In only a few instances was the pressure so strong from a particular country or from an outside group that top people did go on short missions.

My proposal was roughly as follows: The President of the United States could write a simple directive to the heads of technical agencies reporting to him that includes the following three paragraphs:

1. Both bilateral and multilateral technical assistance to under developed countries has been decided as firm policy at the highest levels of policy formation in the Government of the United States.
2. You will cooperate by making available, on a voluntary basis, 10 percent of your upper 10 percent in competence.
3. You will adjust your position charts to recruit, train, and have available replacements for these people in order to keep at a minimum any ill effects on your domestic program.

Such a directive would put the responsibility where it belongs. Judicious encouragement and selections could be made. I, for example, could arrange for some of our best people to go. Now the pressure against doing so is nearly unbearable. Nor can I train replacements conveniently. In fact, I now let my top people go with ICA, FAO, and the like for only short assignments where I

I can show that the experience gained will be valuable to our domestic program. Others do likewise.

As it is, the people selected for overseas work in agricultural technical assistance are largely (not quite entirely) those whom the Department of Agriculture can easily spare. Most of the colleges do the same.

This is also partly true of Americans selected by FAO although the record there is not so poor as in ICA. Further other advanced countries take a different view and FAO can get good men from them.

By using such a high proportion of incompetent people with little or no sense of urgency we fail to plan in ways that good results may be had. We fail to do a good job. Thus we waste funds. But even worse farmers and officials in the countries lose faith in science. They get a wrong idea of American technology and of its real basis in science. Perhaps worst of all, they get an entirely wrong notion of how Americans work, how they behave, and of their deep concern for the welfare of other people.

Perhaps I should not have written thus. But I am very deeply concerned. We could do an excellent job. We have the skilled people - not many but enough. Money has not limited us, unless it be that far too much was spent without plan. We need to select smaller numbers of first-class agriculturists who have excellent basic training and experience, and pay them well. One can rarely transfer farm practices. We can only transfer basic knowledge and the skills to learn. Locally suitable methods must be invented on the spot.

I feel that technical assistance for food production in the underdeveloped countries simply must be strengthened and made effective if the presently "neutral" countries are to be on the side of our traditional Western culture and not against us.

I have emphasized the most important need - for more competence. There are others too, especially in organization. When an individual project fails some one person should be held responsible for a satisfactory explanation.

Yours very truly

Charles E. Kellogg

how that the experience gained will be valuable to our domestic
citizens. Others do likewise.

It is not the purpose of this report to discuss the
merits of the various proposals for the improvement of the
country in the future.

It is the purpose of this report to discuss the
merits of the various proposals for the improvement of the
country in the future.

By using such a high proportion of inexperienced people with
little or no sense of responsibility to plan to give that good
results may be had, we fail to do a good job. There is waste and
loss of time and money. The country is not improved. The
people are not benefited. They get a wrong idea of American
science. They get a wrong idea of American technology and of
the value of science. Perhaps worst of all, they get an
incorrect impression of the American people, how they behave, and of
the value of science for the welfare of other people.

Perhaps I should not have written this. But I am very
sincerely interested. We could do an excellent job. We have the ability
to do it. Money has not finished us, unless it
is used for the wrong purpose. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.

I feel that the country is not improved. We have the ability
to do it. Money has not finished us, unless it
is used for the wrong purpose. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.

I am interested in the country. We have the ability
to do it. Money has not finished us, unless it
is used for the wrong purpose. We can do it. We can do it.
We can do it. We can do it. We can do it. We can do it.

Charles E. Kellogg

his correlations were accidental and didn't work elsewhere. After he had done the work on the Indian samples Parker asked Jenny to send the whole paper to me. Dr. Alexander, Dr. Smith, and I studied it carefully and both individually and collectively decided that it was absolutely worthless. He had taken samples without any cropping history, and without any idea of the previous treatment or erosion. Still Parker tried to promote this kind of study on a world basis. I wrote to Aubert, Tavernier, Edelman, and others and they got it stopped.

On February 9 I found that characteristically Frank Parker had broken the agreement he had made with me in the autumn and had signed an agreement with UNESCO to publish a world soil map. He even had the nerve to ask me for copies of our map on 1:1,000,000!! I discussed this with Mr. Burmeister of FAS and others and explained why I couldn't possibly do this. Also I kept Ralph Phillips informed. Then I wrote the full explanation of the whole mess in personal letters to Aubert, Edelman, Tavernier, Ignatieff, Stephens, Muir and Norman Taylor after full discussions with my own staff.

On the week of the 13th of February the principal soil correlators were in Washington mainly for a conference on improvements in the classification system.

I arrived in Urbana, Illinois about noon February 21 primarily to go over some sticky problems of cooperation about soil survey publications. Odell was difficult to work with on this question. Illinois want to publish soil surveys themselves but wanted us to do all the expensive job of preparing the maps! But M. B. Russell and the Dean were cooperative and we reached an agreement. Previous to going

M. B. had asked me to work up a syllabus for the first college-credit course in soil science. I had sent it out a few days in advance and talked about it with the people there. It was so far beyond what they were doing that all but one had a serious shock. But maybe it helped a bit. I knew from the students that their courses were extraordinarily dry and provincial. M. B. said to me, "Now that you're here how about giving us a seminar lecture for the department and graduate students?" I asked him what subject he wanted. He said, "You name it." I replied, "In that case I'll talk on the natural fallow." M. B. asked, "What is that?" I said, "You come to the seminar and you'll find out." I never tried any harder to make a technical subject interesting. I think I succeeded. The question period was long; several wrote for references later; and one came into my office some weeks later to discuss it more. But I don't think one of them connected it in any way with the need to make their own courses more interesting. Before leaving I had dinner with Bartelli and I thought he was hooked for going to Knoxville as assistant principal soil correlator.

On the 26th I returned home and Mommy came from Boston in the evening.

On February 27 I had another one of Parker's letters full of the same kinds of falsehoods as before about the so-called world soil map being arranged for by him and Kovda. The truth just wasn't in that man. So again I wrote to my friends abroad to keep them informed.

Early in March we made an arrangement for Bartelli to attend the meeting of soil scientists in Knoxville. He was authorized to drive his personal car, which enabled him to take his wife. This worked out very

161

well. Mrs. Ligon and the other ladies took Bart's wife in tow and after he returned to Illinois he called me that everything was fine so we put the papers through for his transfer to Knoxville as assistant principal soil correlator.

During this period the office work was still very heavy to say nothing of speeches and other special projects.

One of these special projects concerned windbreaks and shelter belts in the Great Plains. In the various reshufflings of the Department, the research on shelterbelts had fallen between the stools. ARS had a little and so did the Forest Service. The SCS had the immediate problem of advising farmers about species in relation to their soils. I got a committee organized of representatives of all three agencies. I pointed out to them that the experiment had been run. Thousands of rural people had planted shelterbelts or windbreaks. The soils were known or could be determined. After a lot of talk in several sessions it was agreed that the SCS would try to examine as many plantings as possible and determine the kind of soil of each along with date of planting, vigor and so on. The Forest Service would try to find out the seed sources of the original seedlings and check on insects and diseases. The work was started a little later and sometime after it got going well it ran into trouble again (1966). Everyone talks about shelterbelts but few want to do much about it. But certainly this program and REA were the two most popular of the New Deal among the farm women in the Great Plains.

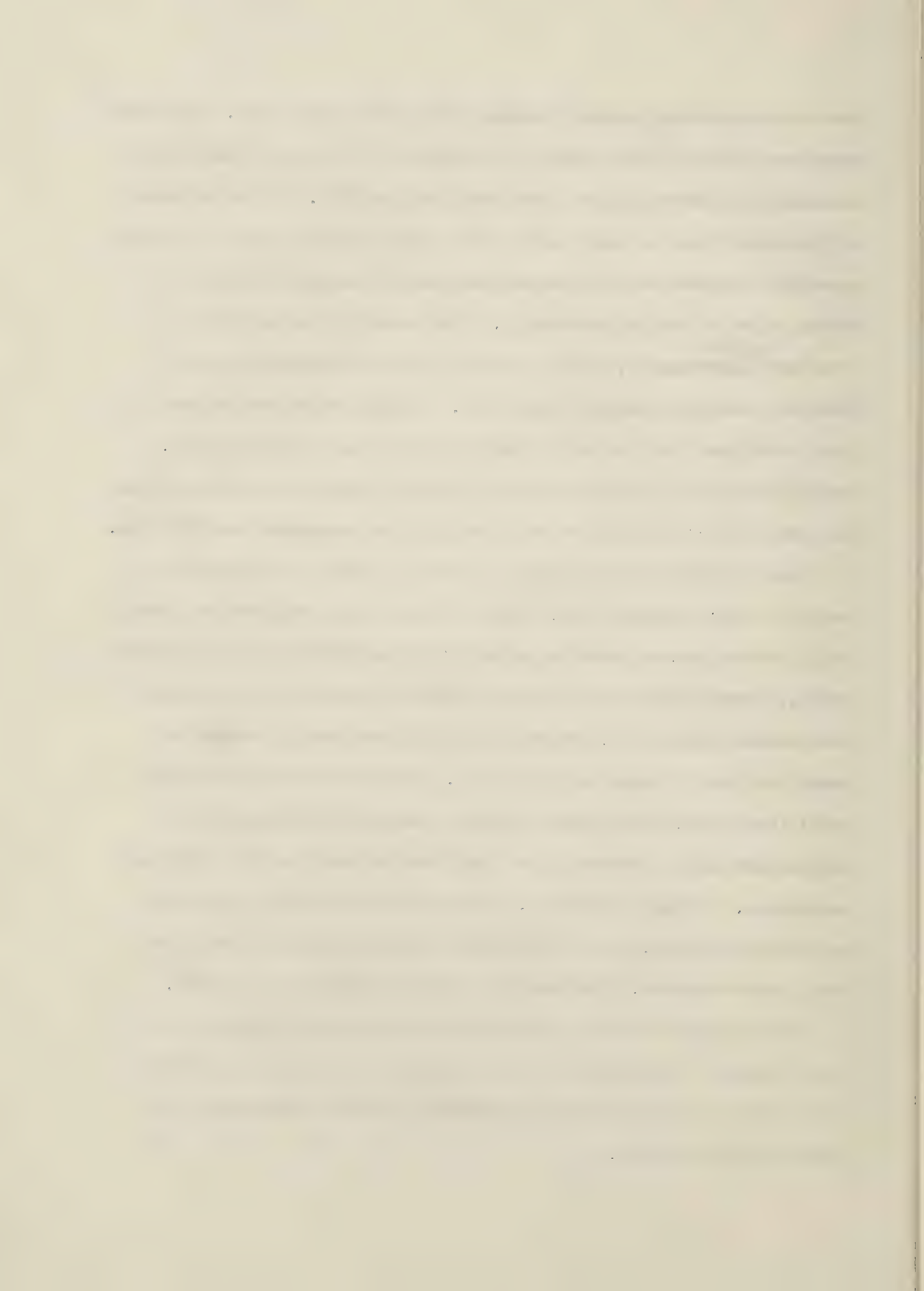
All during the Republican administration I rarely was called to Knoxville in my capacity as a formal consultant to TVA although ~~that~~



that arrangement was renewed annually for a great many years. Eisenhower appointed an old military crony as Chairman of the Board of TVA at the conclusion of Gordon Clapp's term about 1955 or 1956. It was expected by Eisenhower that he would work to get rid of TVA but instead he became somewhat converted and the program went ahead although without the strong vigor it had had previously. Then about 1960 or so TVA hired from the ^{USDA} ~~Department~~ Dr. Lewis B. Nelson, which strengthened their farm and fertilizer program enormously. TVA-SCS relationships were poor, with some fault on both sides over questions of prestige, etc. Happily Lewis and I were able to get together occasionally in my office and work out ways to improve relations with the Department and with IGA.

One of my great disappointments was my failure to get the old Bureau of Plant Industry fertilizer section to work cooperatively with TVA. TVA had made a wonderful offer for cooperative research at Muscle Shoals. Even though Salter favored it Parker blocked it. As a result the research work of the Department in that area slowly starved to death for lack of funds and leadership. Formal burial was postponed until about 1965, which meant that from then on the Secretary of Agriculture had no advisor on his staff knowledgeable about fertilizer technology. So long as Lewis B. Nelson remains in charge this will not matter too much. He is extraordinarily able both as a scientist and a public servant. But someday there is certain to be trouble.

Near the end of March I gave the same illustrated lecture about the use of soils in different parts of the world as I had given at Rutgers previously to a group of soil conservation district supervisors and others at Gaithersburg.



April continued to be an extremely busy month. We had in the correlators for interpretation the week of the 17th. I spent some time with them between speeches, hearings, and conferences.

On May 1 Bramao came in to see me. He tried to sell me his hopeless project and wanted to have copies of our 1:1,000,000 maps. I explained that there was a regulation not to furnish unpublished scientific material directly or indirectly to the Soviets and that I wouldn't do so without a direct order from the Secretary of State or the Secretary of Agriculture. He said, "No Soviets will see them." Then about 20 minutes later in the same conversation he told me that Mme. E. V. Lobova would be with them in Rome for two weeks! (And I'm sure with a nice wrist-watch camera. What a fool this fellow was. He couldn't even keep his lies straight!) During all of the year Dr. Ralph Phillips was kept fully informed of the correspondence about this project.

Orvedal visited Western Europe for two weeksⁱⁿ early May for the Defense Department.

Along about May 12 Miss Nordin of our Information Office showed me a most curious example of outright plagiarism within the Department. She was mad about it. At first I was only amused but then I got a bit mad too. When I gave lectures on gardening during World War II I discovered that most householders with little gardens had no idea how much to use of different kinds of fertilizer. At that time my old friend Frank McAuly was a salesman for a scientific instrument company. He gave me a nice set of balances so that I could determine the apparent specific gravity of the various materials. I worked up a set of tables whereby

any literate person could go from a recommendation in pounds per acre to pounds per 100 square feet. These were then converted into appropriate volume measurements from $\frac{1}{4}$ teaspoon to quarts for 100 square feet, for 10 feet of row at different spacings, and for individual plants at different spacings. Since Gove Hambidge was a gardener in those days I gave him a copy and he insisted that it be published by the Department. It had a title, How much fertilizer should I use? This was not exactly correct. It converted recommendation given in tons or pounds per acre or in pounds per 1,000 square feet into volume units. It was first issued in 1945 and reprinted many times. I suppose over a million copies were distributed through county agents and in other ways. Miss Nordin had just gotten me a new batch for my use in garden lectures. My name had been removed and replaced by "Division of Soil and Water Conservation Research!" I showed it to Shaw and Wadleigh and they were horrified. A couple of rascals in ARS Information had done this -- Hall and Moore. We had an unpleasant conversation about it and it was settled that from henceforth no name would be on it. It had already been reprinted in Our Garden Soils and in ~~homes~~ Gardens and Lawns of the 1938 Yearbook. All of this reminded me of the old saw: "Among your colleagues around Washington your wife and your money are safe, but don't leave any credit lying around!"

Near the end of May a small group of us were appointed to figure out the kinds of tractors to send to Cuba for an undercover exchange for American and Cuban prisoners-of-war which was handled by an outside committee.

Near the end of May Oris Wells, Administrator of ERS, retired to go with FAO. The people of the Department had a big party for him the evening of May 29. Oris was a first-class scholar. As head of the BAE he had failed to promote Willard Cochrane when Cochrane thought he **should**. He swore he would "get" Wells some day. The chance came when he returned to USDA as economic advisor to Freeman. Bushrod Allin tried to talk Willard out of it. But Oris could see what he was up against when Cochrane, very unwisely, was made both economic ~~advisor~~ and director of all economic research.

People lost confidence in the results released by the USDA. Would data be selected to support what Freeman and Cochrane planned? The quality of the economic staff went down rapidly and very rapidly after Wells left. By 1966 the men known to be good had left.

I spent May 31 and June 1 in Arkansas to attend a meeting of the whole SCS staff of the state. I gave a speech on the professional nature of our work with emphasis on continual study. On the whole I got a good impression of the staff and of their cooperative relationships with other agencies. I was also asked to pass out awards, which gave me somewhat of a shock. Earlier Don Williams had raised the question about cash awards to people about GS-13. It was agreed that such awards would ~~no~~^x be given. But here I had to pass out a cash award to the state conservationist! So then I realized that I should need to find a way to do the same to my staff members who had received outstanding ratings from me without cash awards.

Sometime around June 6 I was asked to make a speech on Knowledge and the humanities for executives to a roomful of personnel people. Obviously

it had seemed absurd to me that such a question would arise. I pointed out the fact that much of what we know about the reactions of people we learn from the poets and novelists. I discussed the role of history and the like. After I had finished Macy of the Civil Service Commission -- an able but hypocritical and untrustworthy man -- took the floor and pointed out the great improvement being made in administration, I presumed to justify the expensive in-service-training programs he was supporting. I replied that we had some technical improvements such as typewriters, adding machines, and the like. But then I asked him, "Can you think of any way that any administration in the government today is a better one than the top administrators of the Roman Empire under the Emperor Trajan?" I explained that I was not being facetious. But he had no reply nor examples.

In June Dr. Smith attended a so-called advisory committee in Rome on ~~the~~ ^{the} UNESCO-FAO "world soil map". When he got back I never saw him more angry. Bramao had already written their report which went out with essentially no changes. The advisory committee got nowhere in trying to get Bramao to do the job that the resolution passed in Madison had asked for -- simply to reproduce the maps already available, such as the one prepared by the Western European working party headed by Tavernier and supported by FAO. Smith also spent some time with Tavernier's group in Belgium on the way back.

Orvedal was also in Austria and Germany on Defense intelligence. Miller was in Germany.

I had too little time to prepare all of my papers in the office and had considerable competition between gardening and paper writing on week ends.

Only twice -- once about 1940 and again about 1955 -- had I tried using a ghost-written speech. It was too hard on both me and the ghost writer to try again. The Service maintains a stable of ghost writers for Williams and the others and to write speeches for people "across the street", which means in the Secretary's office. Yet Miss Nordin or Mrs. Colton went over the next to the last draft of all pieces to be published by me after 1953 to be sure of catching mistakes I could not see. Also Mrs. Kellogg helped too. For a speech, I first made an outline and dictated a first draft from the outline. Most went through three or four drafts and some had as many as nine drafts before the final one.

On June 15 I went to Nashville for a meeting of the state Soil Conservation Society and for a little time in the state office with Sasser. I spoke there on Future needs and uses of our soils in the US, supported with slides. Early the next morning I read Snow's "Science and Government", a wonderful book. At the conclusion of the program each of the principal speakers was given a huge ham, which astonished Mrs. Kellogg when she met me at the plane.

On June 25 Stephen Robert Kellogg was born and exactly two weeks later Mary Alice and Jack had a son whom they named Randall Stuart.

In July I had the job of working up for the White House a report on the soils and soil problems of Pakistan. The President had promised the "President" of Pakistan a lot of help. One of my few relationships with Secretary Freeman was a nice thank-you note for the job. Actually this whole effort later became a farce. For some unexplainable reason

the job was turned over to Roger Revelle who is a bright but sloppy "social climber." The correspondence about it was unbelievable. Finally, months later, the project was pulled out of the fire by Charles Bower of USDA but Revelle managed to get the credit for it!

I spent July 17 and 18 in Atlanta for a meeting of the cartographic heads. During a break I discussed the lack of a regular procedure for explaining new ideas with one of the men. This gave me an idea. I proposed to the group that we organize a strictly in-service semi-publication to be called, "Cartographic research notes." Someone in Beltsville could gather together the contributions from each unit and edit it. All of the men trying new things should be encouraged to write short articles. At this meeting each head of a unit passed on everything to the other heads and, in turn each head would need to explain the new developments to his own people. There was bound to be slippage in the process. The "Cartographic research notes" were very helpful for many years.

I spent July 24, 25, and part of 26 at Cornell. I gave two lectures to a group of teachers of the earth sciences at summer school on scholarships from the National Science Foundation. The first lecture was an illustrated one on Tropical soils and the other was on the Uses of the Soil Survey, with emphasis on non-farm uses. Between times I had a good go at the research program with most time on the detailed studies of corn north of Ithaca. As far as I know no one had done anything so detailed including simultaneous measurements of energy, including light and temperature, CO₂, O, moisture, wind velocity, nutrients, and so on. Then too, I managed a few hours in the rare book section of the library.

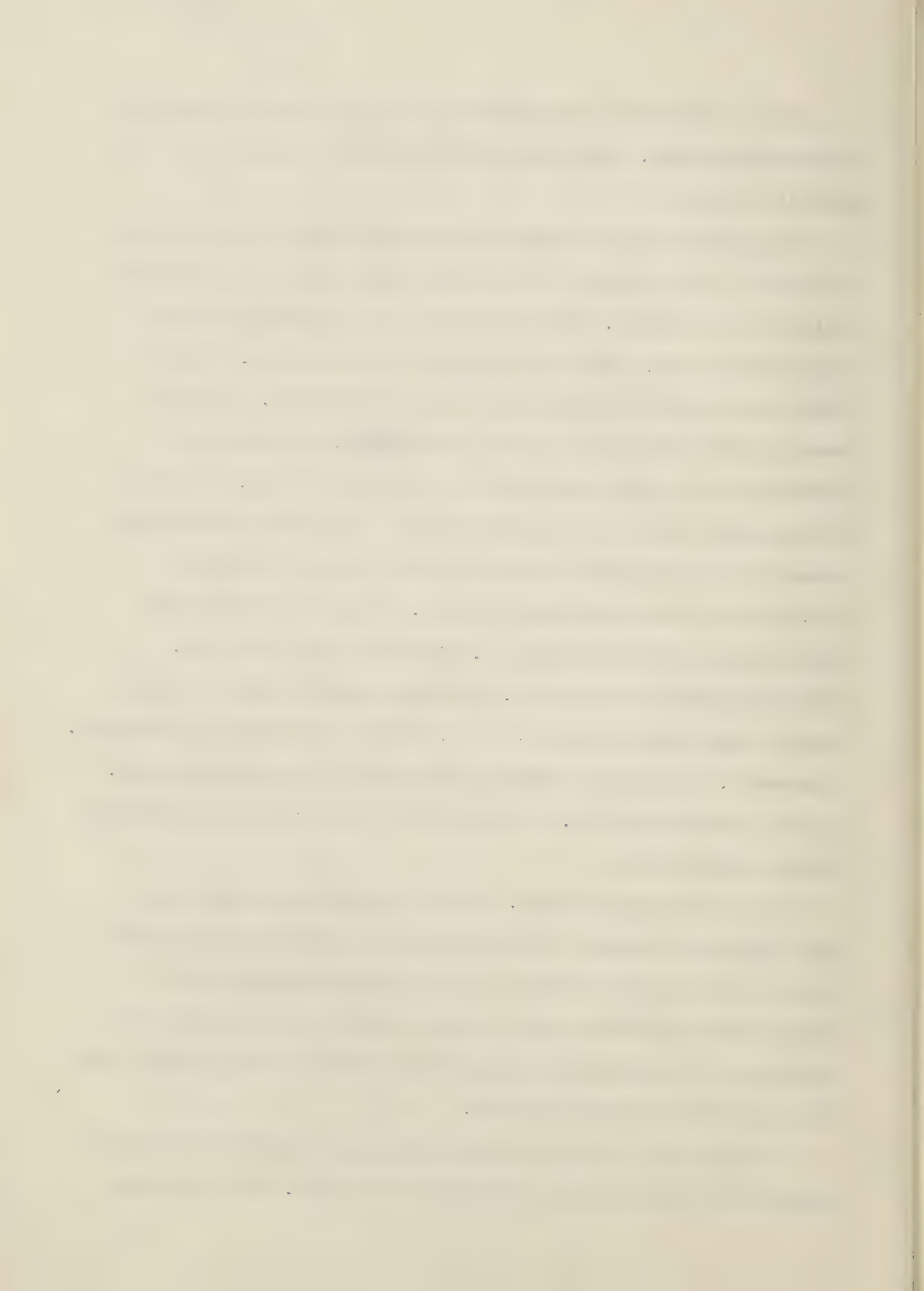
July 1941

Near the end of July I arranged for Dr. Frank Carlisle to come here as Simonson's deputy. Dave Gardner was away sick so much that he couldn't carry on.

On August 2 I went to Purdue for the annual meeting of state conservationists. D. A. Williams made a better speech than usual but without anything for the future. John Baker made an excellent talk and was very generous to me. (John was going strong in those days. Three or four years later he "fell from grace" with the Secretary.) We had a downright silly speech by a man Van Dersal ~~and~~ p. His name was Greenburger and he was reputed to be a professor at Purdue. He talked on "management" about which he knew nothing. We had very good sessions indeed on the Soil Survey except for a criticism that Stafford of New York made of the cartographic service. I was sure that Stafford knew nothing about it and that E. A. Norton had put him up to it. This later proved to be the case. Afterwards Stafford sent in a very critical memo, which I explained to Mr. Williams, including the background. I showed Mr. Williams the extremely harsh memo I had prepared in reply. He said, "Go ahead with it." It then seemed that Norton had slipped with the new administration.

I came back to a full desk. I had a long frank talk with John Baker about the "icebergs" that could wreck his rural-area development program. John seemed convinced. But the program ultimately had little success; ~~perhaps~~ partly because of Baker's poor relations with extension and the universities, his tie with Farmer's Union, and his loss of support from the Secretary later.

On August 39 I got the go ahead finally from Williams to raise the grades of Mr. Orsini and the cartographic unit heads. For some reason



Williams had been unappreciative of the cartographic work although everyone else knew that it was good. Several others had been recently promoted to GS-14 who didn't have half the responsibility of Mr. Orsini. I talked to Van Dersal and Dykes about this and they agreed to help me when we arranged the conference in the office of Mr. Williams. To my amazement after I had explained the matter Williams agreed without any difficulty.

Near the end of August Dr. Selke, a fine old gentleman in the Secretary's Office, talked with me about a proposal of the Secretary to make a flying visit to Asia. This was followed a little later by a discussion with Gus Burmeister of FAS. It should be added here that Gus was the most effective operator we had ever had in FAS. He had been extraordinarily helpful in all our negotiations with the State Department for arranging the 1960 Congress and for getting visas changed for the participants who wanted to stay for the tours. Still a bit later, the New Frontier suggested that he leave, which he did, for a good job elsewhere! What a pity it was.

John Rourke of the World Soil Geography Group spent September in Poland.

Also during the last week of August Gus told me that I was slated to go with Secretary Freeman to Iran, India, Viet Nam, and other Southeast Asia countries. I explained that I had no ambition for prestige but that I should be glad to go if I could be helpful. He emphasized that the Secretary wanted a scientist from SCS. A few days later John Baker told me the same thing and I gave him the same reply. Then a little later I told Mr. Williams about it. He appeared to be entirely

295-1121

indifferent, although one never knows. A few days after he called me by phone to explain that G. E. Tichenor of FAS had called him about the matter but that he (Williams) had decided that I wouldn't be able to take it so that he had suggested Young or Van Dersal but that Young didn't want to do. (Scientist for the Secretary!)

I talked with Burmeister about this and explained that this was simply jealousy of the old crowd. He said, "Hold on." Then John Baker called again. I explained that there was no physical reason. Of course he knew about my rough trips in Asia and Africa. I did speak to Dr. Selke again that I should like to know about the arrangements since I needed to adjust my schedule.

About September 10 or 11 Young said that he had been told to get his passport. Ray Heine~~ck~~ explained that the Secretary wouldn't have Van Dersal but that his assistant like^{ly} Young and assured him that the trip wouldn't be rough.

September 12 Assistant Secretary Robertson called me over to tell me he wanted to put my name forward to go with the Secretary to Asia. I explained what had happened as I knew it and he asked a lot of questions. On Friday, September 15 Robertson called me on the phone. He said, "Apparently I barged into something that I should not have. Someday I'll tell you about it." He never did and I never asked. Still it was obvious where the trouble was. So I wired to Oregon that I could keep my October date.

On September 28 I went with Bauer and the Maryland staff for a review of the Soil Survey of Prince George's County. Except for the poor state soil scientist, ~~Harshbarger~~, I got a good impression of the

staff although somewhat more work was needed on the soil descriptions and interpretations.

On September 29 Assistant Secretary Welsh^L asked me to come to his office immediately. He asked me why Gladwin Young had been scheduled to go with the Secretary on the South Asia trip. I explained the facts and how Mr. Williams had explained to Tichenor, without consulting me, that my health was poor. Welsh^L asked me, "Why would he do that?" I explained that there was jealousy on the part of the people who had been with Hugh Bennett. This sort of thing had been tried before in the selection of the chairman for the mission to the Soviet Union in 1953. After all, I explained, Young was a nice fellow, very friendly, and he did what he was told, although not always competently.

I told Welsh^L that the situation was not all bad and so far I had been able to take care of myself and he shouldn't worry. I reviewed with him the whole story in outline of Hugh Bennett, Milton Eisenhower, and the transfer in 1952. I told him I had to expect some jealousy; but except for Williams, Norton, and a very few of the old timers none of this was left. I explained how much the work had improved, except, perhaps, in farm planning. That work was still poor on the economic side.

He asked me straight out: "Suppose Don Williams were taken out and replaced?" I explained that it would depend partly on who the replacement was, but I thought the Secretary would have extreme criticism from many senators and congressmen and from the soil conservation district supervisors. After all Williams had worked very hard to build up his political relationships in both parties. He was very good at it. He used Young a little and both Ray Heinen and Norman Berg spent full time on it.

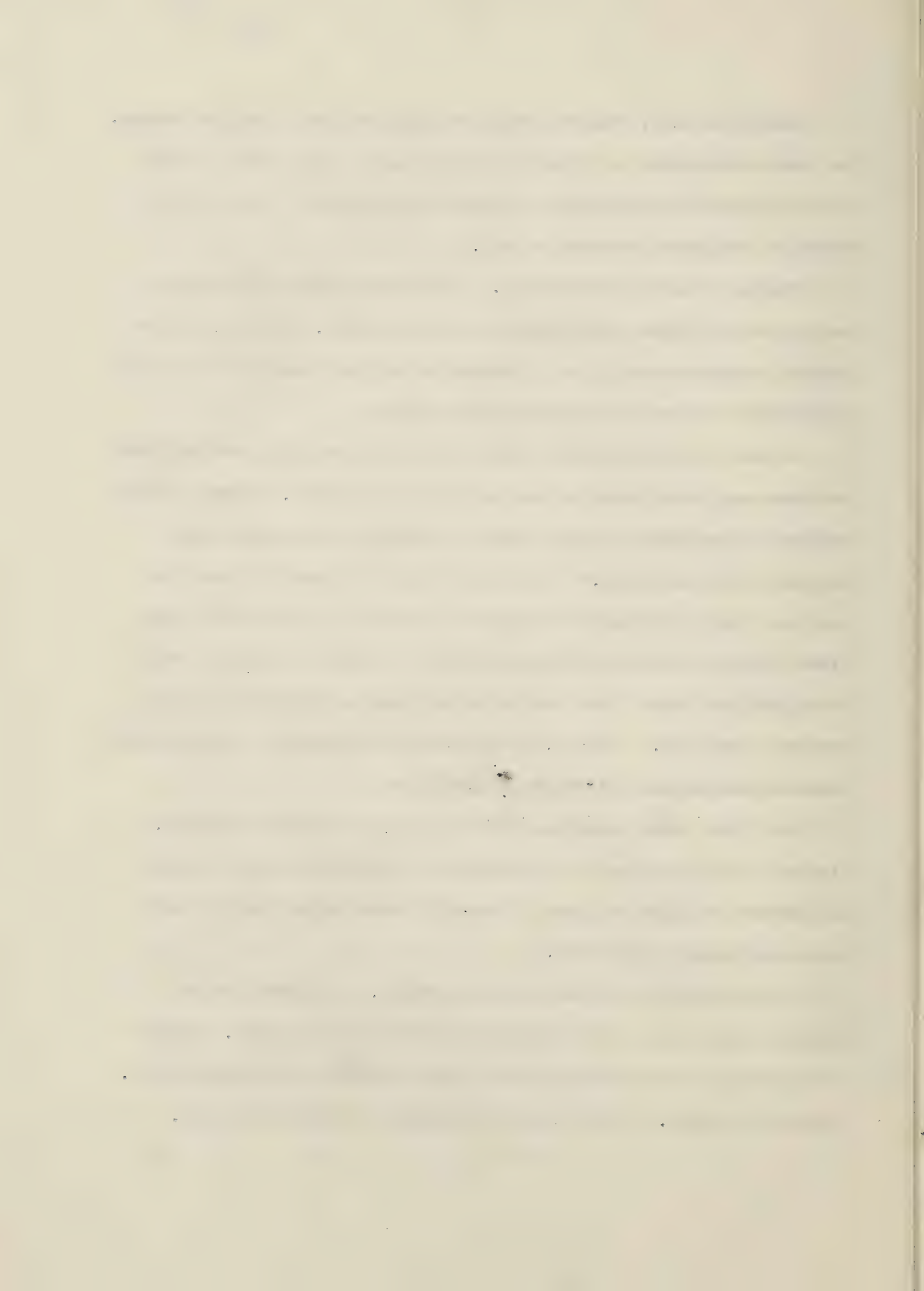
"Well," he said, "the situation is fluid and very likely to change. You know a great many are opposed to Williams," I said, "No I really don't know that either inside or outside the Service. If you try it Frank you are almost certain to fail."

Then he tried to butter me up. I had known Frank Welsh^C well for many years and I knew how little his promises meant. He said, "I have already explained that it is a disgrace to the Department that you and Dick McArdle are not paid the maximum salaries."

We had a bit more general talk. I told him how Williams had given the show away about Young at the last staff conference. He said, "This trip will give Gladwin Young a chance to explain the needs of our Service to the Secretary." I told him that I had made it clear from the start that I did not care about the "honor" of being on the same plane with the Secretary but that I would be willing to go if I could be helpful and since I had studied those areas and travelled in them perhaps I could be. After all I explained the diagnosis of agricultural problems was supposed to be one of my skills.

As I left Welsh^C repeated, "There are going to be some changes. I'm not sure yet, what^{all} will be involved." I warned him again that he had better not fight Williams. (Actually Frank Welsh^C himself didn't last much longer in the USDA.)

On October 1 I left for Portland, Oregon. We drove over to Sherman County where a soil survey was just being completed. Because of vagueness in the work plan I had agreed to ~~come~~^{go} out and look at it. The work was good. We had useful discussions on soils and range.



On the evening of October 2 Tom Helseth and I had dinner with the District Board. These men had believed the current propaganda about the country running out of water. I explained to them how silly this was and gave them examples of many ways we wasted it. They complained about the Secretary's policy on wheat prices. I gave them quite a lecture on the problems any of them would face if suddenly they were made Secretary of Agriculture. Among other things I explained how each group with a pet scheme was bombarding the Secretary and members of Congress. I told them, "A basic ^{problem} trouble may be that farmers like yourselves, with some money and influence, aren't hurting enough. If you were you would be willing to compromise a bit like farmers did in the early 30's." I had a lot of fun with these fellows. Helseth told me later that they enjoyed it immensely. One of them told him: "Nobody from Washington ever talked to us like this before. We need more of it." The range man there, Red Anderson, was one of the best I ^{had} ever met. Also we saw a lot of interesting things in the field including old tundra mounds and buried soils developed just after Pleistocene under forest. The forest died as the climate became drier and the old soils were covered with younger loess out of the river bottoms.

On October 4 we drove back to Portland, looking at soils along the way. The next day we visited the soils group in the State University at Corvallis and I gave them a talk on the Natural fallow.

Early the morning of October 6 we went back to Portland where I spoke to the soil scientists and staff of the broad outline of our problems and opportunities in the Soil Survey. Of course this lead into the needs for study and training. I also went over to the cartographic unit and talked with Ellis and his staff. I was glad to be able to

4.
tell Ellis that his grade would soon be changed.

I returned to Washington on October 7. I don't think I was ever busier on a trip before. I had several conferences and lectures besides those mentioned. Helseth certainly got his money's worth and I got a sore throat.

Shortly after I returned Dr. Bracfield called and wanted a statement on the world soil map project of UNESCO and FAO. Together Guy Smith and I outlined it and made a rough draft. Then I told Dr. Smith to go ahead and fix it up and send it to him because I had to be away. The letter was as follows: (Insert 1961 - 36 a to 36 i.)

For some time the range men and Dykes had been telling me that the soil scientists in Wyoming didn't know how to make low-intensity soil surveys. So I arranged to go out there on a field trip with Aandahl, Dyksterhouse -- the range man from Lincoln --, and Gary Bopst. I left October 16 for this trip. On the flight from Denver to Caspar I had an unpleasant experience. Something had gone wrong with the plane and we had to wait over two hours in Cheyenne. It happened that Evans of ARS was on this plane. When we got off he was nearly drunk and then became so in the next hour or two. He talked loudly and irresponsibly about the Department of Agriculture and even told me confidentially, in a loud voice, that he did much of the work leading to the atomic bomb, which was, of course, ridiculous. Anyway I was late getting to bed in Caspar.

The next day we had a conference in the state office with the whole group including Knonenberger, the state soil scientist. He had done a good job in Indiana but was not doing so well in Wyoming. It became clear that they had essentially no progressive soil surveys. Hopkins, the state conservationist, was also weak.

NEW YORK STATE COLLEGE OF AGRICULTURE
A UNIT OF THE STATE UNIVERSITY OF NEW YORK
CORNELL UNIVERSITY
ITHACA, NEW YORK

DEPARTMENT OF AGRONOMY
CALDWELL HALL

May 8, 1961

Dr. Charles E. Kellogg
Assistant Administrator for Soil Survey
United States Department of Agriculture
Soil Conservation Service
Washington 25, D. C.

Dear Charlie:

I, too, am disturbed by certain aspects of the soil map proposal. I discussed it over the breakfast table with Luis Bramao in New York last Friday. He seems to be quite enthusiastic about the proposal. I brought up all of the arguments that I have heard against proceeding with the present plans, but without any real effect. Apparently, the decision to try to unify the maps into some sort of acceptable world-wide pattern has been made by F.A.O. and UNESCO. Since they are supplying the funds for preparing the map and since there are, it seems to me, good sound arguments for doing this, provided it can be done, admitting that it greatly magnifies the job, I do not see anything that I can do. Luis told me that Guy Smith is going to be working with them from your organization. I was greatly pleased that you could spare someone of his caliber and experience for this assignment. I hope it will not require an undue amount of his time.

I, too, have been disturbed by some of our General Secretary's activities. It seems to me he has not given the publication of the Proceedings the thought which such an undertaking should have received. I was rather astounded, for example, to have at this late date, in May, a date later than the date promised originally for completing the publication, received a request for photographs for publication in the Transactions. It seems to me if he had been thinking very much about this proposal that he would have made such plans and collected such photos as needed by last September or October instead of May. As you know, I was very much opposed to this solution of our publication problem from the start, and argued against practically the entire Committee until I felt I could not judiciously resist any longer. I feel that if we had followed through with the arrangement proposed by Dr. Norman and had supplied him with a little bit of editorial assistance the Transactions by this time would have been in the hands of those who have ordered them, and that we would have had a job that was competently done, but as you know, Professor Baer, as Chairman of the Committee, wanted to get the job done with

-continued-



May 8, 1961

as little effort on his part as possible and felt that this was the easiest solution to the problem. I, too, have talked to Rene J. on this matter and know how he and several of our European friends feel. I felt there was a widespread consensus at Madison that we should make a change in this position at the next Congress. If it is to be done then, the matter should be carefully considered in advance of the next Congress so that action can be taken which will be well balanced and wisely considered and not give evidence of precipitous action. On the other hand, I think it would be wise to have the Secretaryship in Western Europe and I am a little hesitant about taking up the matter too early at a time when the next Congress is to be held behind the so-called "Iron Curtain." This might produce complications. Let me know whether you think I am correct in this. I will await a letter from you before I write Pernesu.

Sincerely yours,

Richard Bradfield
Richard Bradfield, Past President
International Society of Soil Science

RB:jw



Adm. R. 100
Revised July 1961

Washington 25, D. C.

May 11, 1961

Dr. Richard Bradfield
Department of Agronomy
Cornell University
Ithaca, New York

Dear Dr. Bradfield:

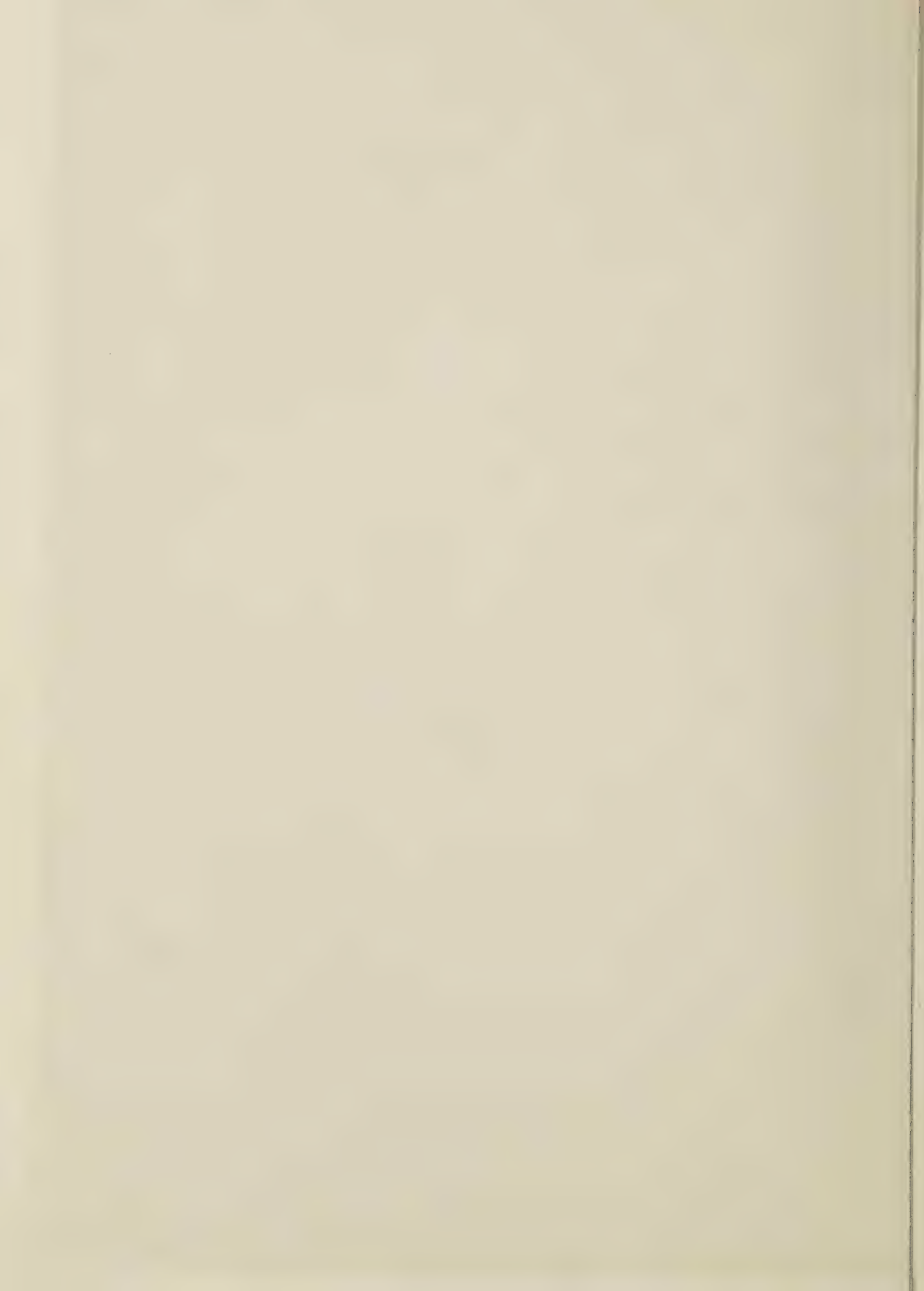
Thanks for your letter of May 8. If we had followed Bramao's suggestions we would not be doing much else. He wanted me to promise him the time of Dr. Smith and Mr. Orvedal for about 3 years!!! I have agreed to do only the following: (1) Dr. Smith will attend the conference in Rome in June if he is officially invited and his expenses paid. He simply cannot go further than this and act as chairman of an international correlation committee. We are trying to get our classification system finished in the next 3 years. (2) We have agreed to make within a year a general soil map of the United States at a scale of 1:5,000,000. (3) We have agreed to do likewise for all of North America if FAO gets 10% from the governments of Mexico and Canada.

Luis is very ambitious to get this project done under his name. He has no concept of the work involved. He has no money to amount to anything. He wants me to try to get money from somewhere to send people to Mr. Orvedal's staff. I would hesitate to accept such money since I don't think the work would turn out well.

He further expects to get money from some foundation to publish the map. I just could not recommend it unless by some miracle it turned out better than I expect. We all here tried very hard to get Bramao to go back to the original proposal -- to reproduce the maps that were exhibited at the Congress or, at the very most, try to get maps of the various continents without any serious attempt at international correlation.

You see they have not made any statement as to what the maps are expected to do. They have gone ahead and set the scale and the time limit. Ordinarily when one develops any kind of soil survey he first sets down what is to be expected of it. Then working from that one can determine the scale and the time. He has only about two and a half years and a good job could not be done in that length of time nor at that scale.





Washington 25, D. C.

AIR MAIL

October 15, 1964

Dr. Richard Bradfield
Department of Agronomy
Cornell University
Ithaca, New York

Dear Sir:

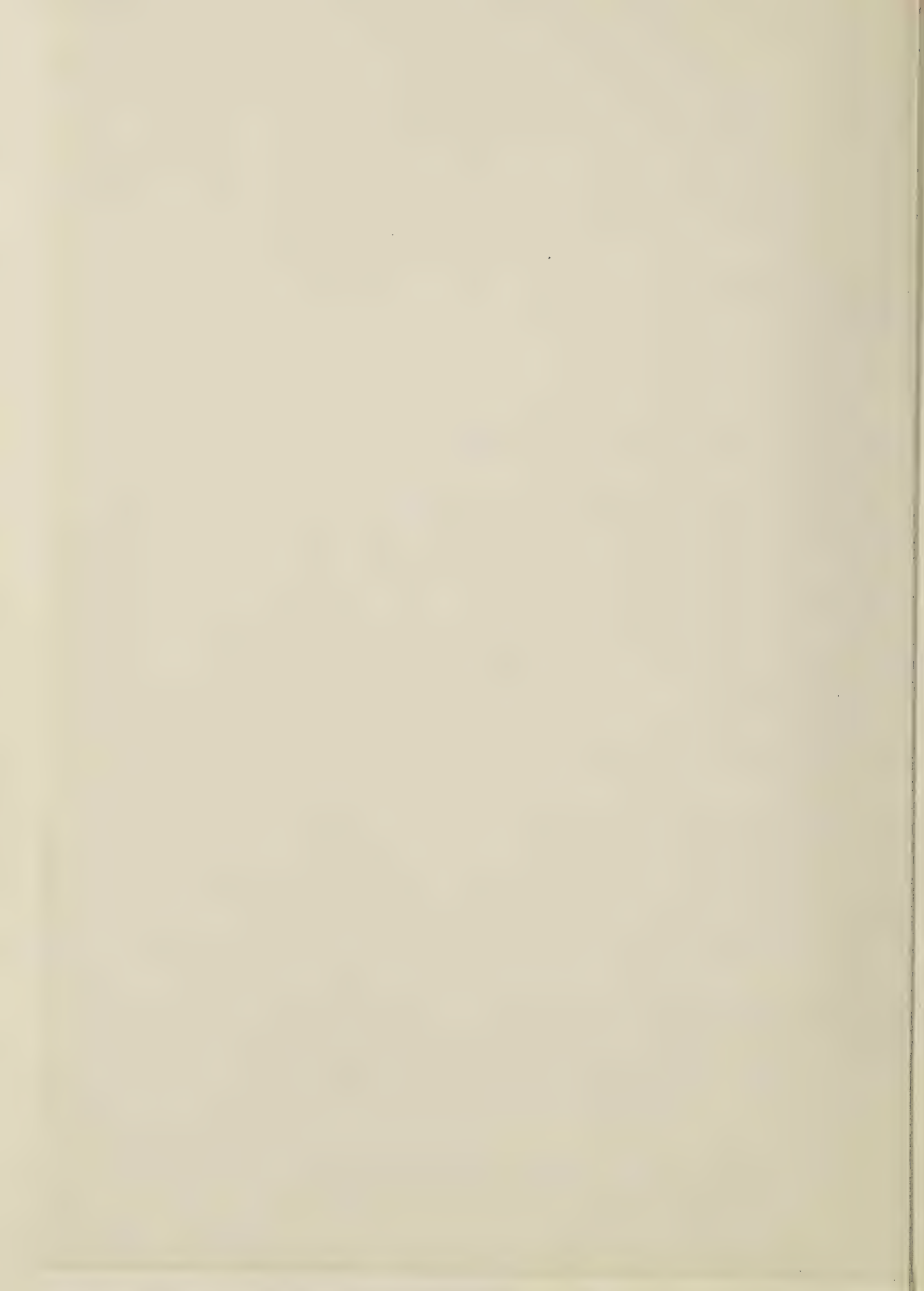
This letter is in response to your telephone request for background information on the FAO project to make a soil map of the World.

You are familiar with the request of the Seventh International Congress of Soil Science that FAO facilitate the publication of the soil maps of large areas (such as those of Western Europe, Eastern Europe, and South America, and Communist Asia) that were displayed at the Congress. These maps were prepared on scales varying from 1:2,500,000 to 1:6,000,000, and with legends based on rather similar soil, in some cases, all defined system of soil classification. One of these maps of Western Europe was prepared by an FAO sponsored working party. The work was financed almost exclusively by the various governments but at the request of FAO. This map has been completed with an accompanying text, and submitted to FAO for publication. The other maps are in varying stages of preparation for publication, but FAO, by itself, is in a poor position to publish a map prepared by Soviet soil scientists because the USSR is not a member of FAO. If UNESCO and FAO collaborate, publication becomes possible.

In response to your request as President of the ISSS, FAO and UNESCO reached an agreement not to publish the maps of continents, but to prepare a soil map of the World. A copy of a letter from Mr. Ben Spelling out these events is attached as Exhibit 1. The outline of the joint project again spells out the intent to prepare a soil map of the World, rather than to publish the maps of "great regions" as you proposed. This outline is attached as Exhibit 2. You will note that there is no reference in this outline to the publication of any map except a world map.

You will also note the preliminary estimates of the FAO and UNESCO staff on the budget for the work required to prepare but not print the World Soil Map. They estimate less than 3-man-years of professional time. This one man, his secretary, and a part-time draftsman were estimated to cost \$40,550. Postings and other expenses were to cost \$20,000, making a total budget of \$60,550. This was to be divided equally between FAO and UNESCO, and was to result in a manuscript map ready for printing.

FAO then appointed an advisory group on their World Soil Map project, and scheduled a meeting last June, which I attended. The summary report of



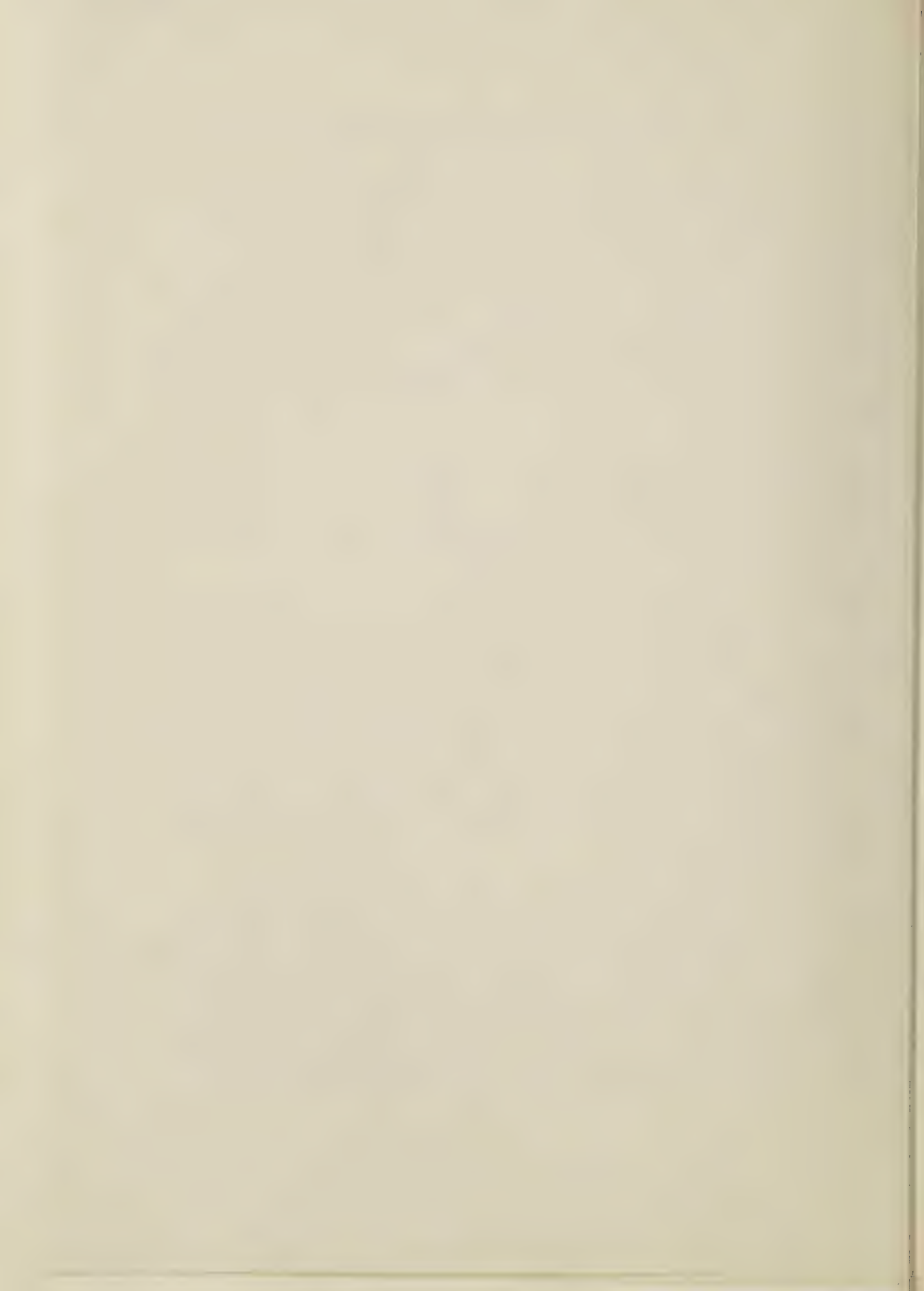
This meeting prepared by the FAO Secretariat is attached (Exhibit 3).
From the meeting until over half of the world have agreed.

The Advisory Group (item 2, page 2, Exhibit 3) recommended the importance of completing and publishing the continental and maps about which you originally approached FAO. It also recommended that tables be prepared showing the approximate equivalents of the elements of the legends of the various maps. The estimated dates for completion of these maps are shown on page 4. The will state that it will be 1964 before they are all finished if the work can proceed without the limitations of funds estimated to be needed. The discussion confirmed clearly that the majority thought the regional maps were a necessary first step. The discussion that will lead to the table of equivalencies of legends will show whether there is a possibility of agreement on a single legend for a world map.

(My frank opinion on this point is that no legend can be agreed upon at this time by the present advisory group. If FAO should develop a world legend and ask for maps prepared on that legend there is a possibility or even a probability that some of the maps would never be drawn. And, FAO has no one on its staff with the competence and initiative necessary to draw up a legend that can serve as a basis for a world map.)

The western European members of the Advisory Group (Tavernier and Aubert) expressed a deep resentment over the FAO failure to develop satisfactory plans to publish the soil map they had prepared. They are not in a mood to cooperate on a world map if the map they have just finished is to be discarded. They appreciate the difficulties of reconciling legends with the USSR because they have held a series of meetings extending over about a 5-year period and have been unable to learn the composition of the soils shown on the USSR map of eastern Europe. (The basic trouble is that the USSR classification is undefined, and the units, such as Chernozem, Brown Earth, etc., have variable meanings in different countries. If agreement on a legend cannot be reached in a short time over the limited range of soils found in Europe, the chances of agreement on the soils of the world are exceedingly remote.)

Further cooperation of the European members on the world map will be contingent on the development of some satisfactory plan for publication of the map they have prepared. The initiative and technical direction of this work has come from Professor Tavernier. FAO has furnished only moral support. Its staff does not have the necessary technical competence to see that unlike kinds of soils are being called by the same names in different countries and that at the same time different names are being used for the same soils. For example, the Brown Earth of Scandinavia is our Brown Podzolic soil. The Brown Earth of Germany has included both Brown Podzolic soils, Solis Bruns Acidus, and Gray-Brown Podzolic soils.



These three are distinguished in Belgium and France, so the Germans must have distinguished them previously from the French and Italian soil and soil types they think to be unlike. The Italians have another soil type that they call Brown Earth, the soils from volcanic ash that we call Ash soils. The Brown Earths from Italy are like our Reddish Prairie soils of Oklahoma. The present day soil maps are often satisfactory on a national basis, particularly where the soil types of the Brown Earths are similar, but they cannot all be combined in a single map to any useful purpose. The result would be like combining all of the New York soils (except the strong Podzols) with the Reddish Prairie soils, the non-alkaline Brown soils, in a single map and saying that experience on any one can be applied to all. Such a map would be worse than no map. Tavernier has seen these problems, and by dint of many meetings and much field work has persuaded some of the European soil scientists to modify their national classifications and develop new maps on a new legend that reflects the most recent concepts of soil genesis and classification. His work has taken much of his time and energy over the past eight years; and is not yet completed. He has been unable to make comparable progress in the eastern European countries over about five years' time.

Now, FAO proposes to have a map of the world in 1960. The wording (top line, p. 2 of Exhibit 3) goes on to suggest the map will be ready for publication in 1960. This wording does not reflect the discussions of the advisory group, several of whom suggested that a much longer period would be needed for the work. It does reflect the failure of the FAO staff to appreciate the problems they face and their failure to benefit from the experiences in producing the European map. (I am sorry to have to say it so bluntly, but the FAO staff is incompetent to even understand the problems, let alone solve them. If they produce a map it will have to be based on the knowledge that had found its way into textbooks as of about 1930.) The pattern of the map will have to be adjusted to the knowledge of the underdeveloped countries for there will be no advantage to a world map that is uniform for some continents but extremely elemental for others. If wide discrepancies exist between continents, the purpose of the map - to assist in transfer of experience from one region to another - will be defeated.

The advisory group appears (page 8, Exhibit 3) to be recommending that it hold four more meetings. Two of these are to be in connection with ISSS Congresses. I protested this schedule so vehemently as possible, because I know of no time or place less appropriate to discussions of a world map legend than in connection with an international congress. There simply is no time. The advisory group emphasized that the problems would be difficult to solve, and that meetings in the future would require more than one week to make progress. The schedule as proposed seems to me to be a rather transparent attempt to bribe us to agree to the FAO proposal. If we agree, we must pay our expenses paid to these two congresses. I was not a party to this proposal, nor do I intend to accept the travel expenses that I know that the prime reason is to attend the Congress and that little.



or no real work will be possible. The schedule of meetings requires in question either the competence or the intentions of the FAO. I should, in fairness, state Dr. Bramao's argument for this as stated that many of us could induce our governments to pay our travel expenses and that the cost to FAO would be lower for these meetings than if they were held at other times or places.

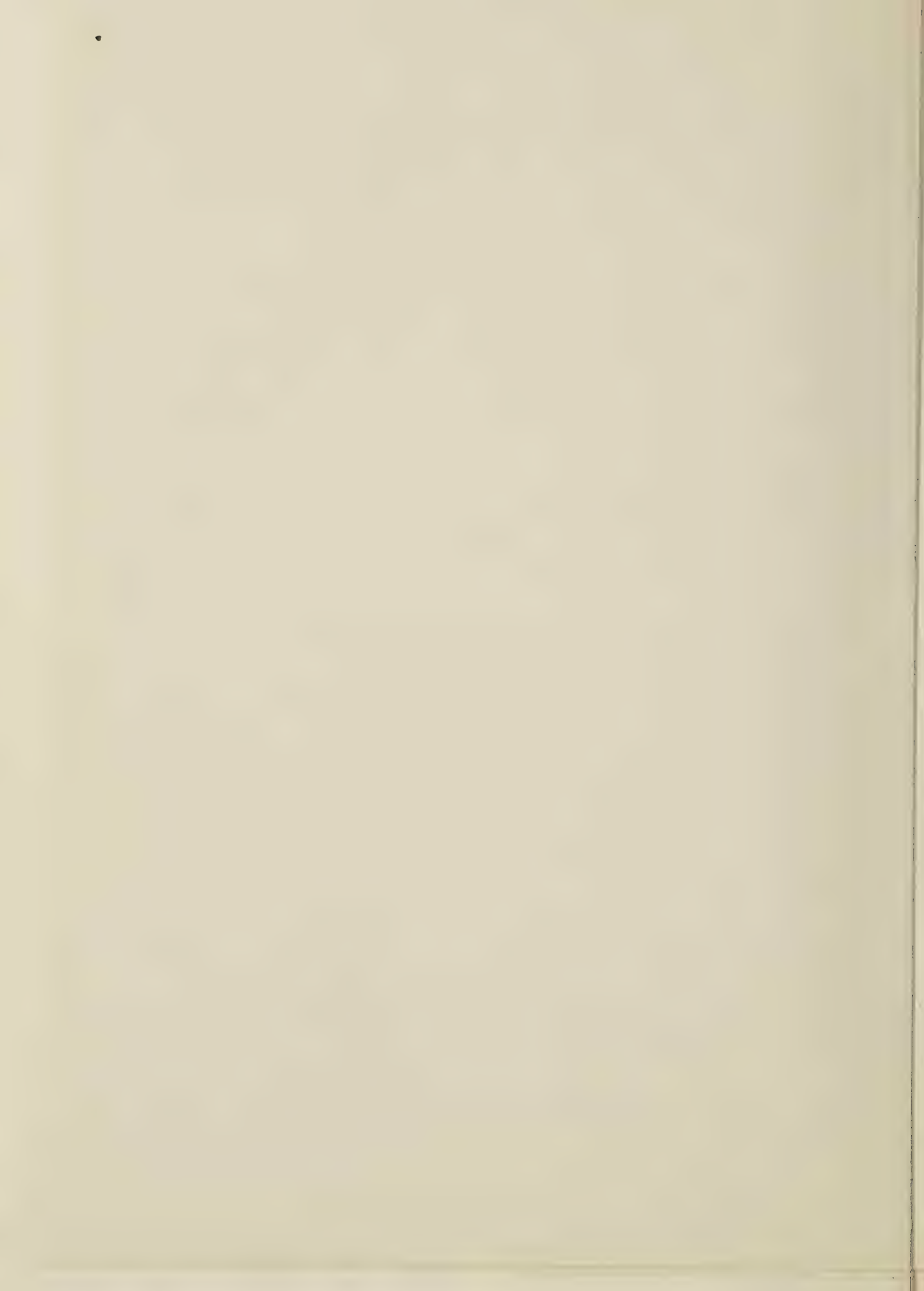
You asked about the Advisory Groups' estimate of travel costs. This is in the last paragraph of pages 7 and 8, Exhibit 3. The estimate was \$20,000 to \$30,000 for travel during the period 1961-1962. This, in my opinion, is a fairly realistic figure. I am sure it would be possible to find the time for travel and to spend it wisely in those of the various "continental correlators" and their collaborators. These men have regular work that must be done. I doubt that the estimate of the group will see the work to coordinate things as central as it is, and that does not reflect our present knowledge to at least a moderate degree.

I do not know how the figure of \$140,000 was determined. It may include travel estimates for the period after 1962. If so, it is too low in my opinion. It may include half of the original budget of \$80,000, for this budget is not reflected in the FAO budget proposed for next year. This is your worry however and not mine.

One other facet should be mentioned. Victor Kovda, representing UNESCO, would very much like to see the soil maps prepared by Mr. Orvedal's World Soil Map Group. There is no objection to his seeing a sample, but the list of areas that have been mapped is classified. As a consequence, we cannot make our maps available to him where we have them. A list could be compiled by a Soviet citizen resident abroad and hence considered "trusted" by his own government. UNESCO, by agreement, was not supposed to concern itself with soils - these were in the field of FAO. Why then is there this interest by UNESCO in helping FAO? I don't know the answers, but this will explain some of our hesitation over furnishing our material to FAO.

In conclusion then, I would emphasize the following points for your consideration:

1. The staff of FAO is not competent for the task they are undertaking. This they have demonstrated.
2. Unless they are "rescued" by someone like Tavernier, any map they do produce will be very imperfect, and will mislead about as much as it helps. Tavernier is about to wash his hands of FAO over troubles with publication of the European map.
3. A "good" map will be expensive, and will make it very difficult to get financial support at any future date for a group that undertakes a serious work.



1. The FAO staff employed obvious chicanery with the advisory group. The motives of the proponents of the map are not entirely above suspicion. Tavernier and Aubert told me independently the whole reason for the project is to make a promotion possible for Dr. Bracco. I have no reason to doubt their judgments. Kovda's motives may be very good, but they are subject to serious suspicion.

2. The project as organized has the effect of splitting the soil survey work in FAO so that it is no longer given technical supervision by any one soil scientist. The regular soil survey work will still be under Dr. Kovda. The World Soil Map is to be under a separate office supervised by Dr. Bracco, who is not a soil scientist. This reflects only on the quality of supervision that will be given.

I can only hope I have thought to answer the questions that will arise. I have tried to be fair and objective in my criticism. I will not say, for I know a good map would be useful. I have reached the conclusion I hold only with reluctance, and I am sure you will be able to understand my opinions. Whether you make the grant requested or withhold it is a decision on which I can give you no worthwhile advice. It will depend in part on alternative demands for your money. If I knew that you would follow my advice, I would still have trouble in deciding on a yes or no answer, but fortunately I don't have this responsibility.

Sincerely yours,

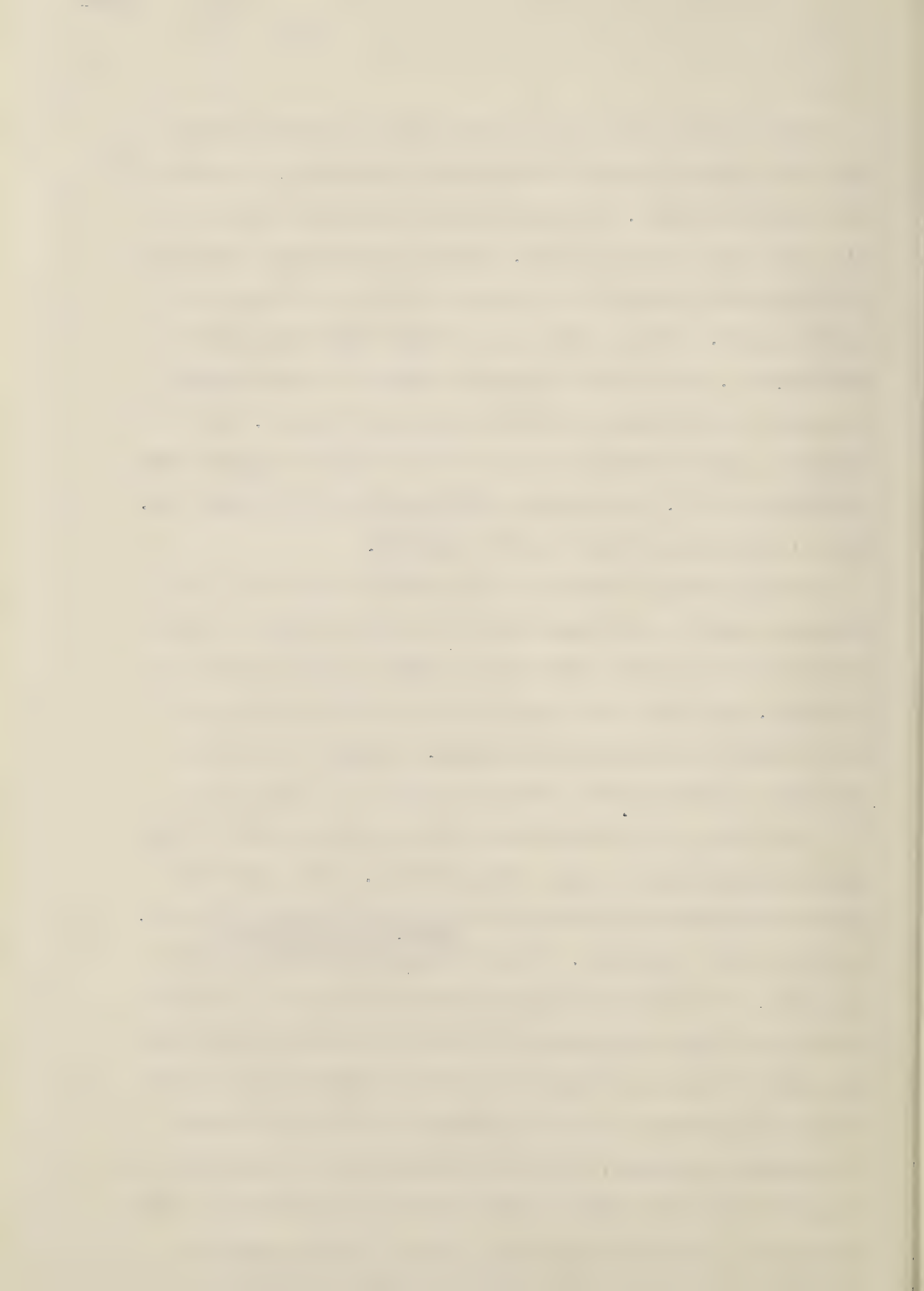
Guy D. Smith
Director
Soil Survey Investigations



October 18 we had an early conference including Pobst, Headley, Arvad Eline, Asandahl, Hopkins, Kronenberger, Dyksterhouse, and three or four other local people. We went out into the field and looked at a soil survey being managed by Young. Actually he was doing a good job in a difficult area, but with too little time to scout the county for a complete legend. Then the next day we went to another area mapped by James Stephens. All the time Dyksterhouse argued for greater detail in contrast to the office sessions where he argued for less. This fellow had a good vocabulary; he wanted to be a scholar; but ~~he~~ he lacked the juice to run it. We found the same situation as in the other area. The soil scientists were good and knew their job.

The next morning, October 20, we had another conference in the office and agreed to concentrate the work in a small number of areas to finish them so the boys could set up a proper mapping legend and do a good job. This meant that some of the ranch planners would need to do without soil surveys in a few places. I agreed to prepare a memorandum to Hopkins for Mr. Williams to sign, which I did later.

I got back to the office October 23 with an enormous stack of work--correspondence, budget hearings, and conferences. One of these conferences concerned the international conflicts over programs for water. FAO and WHO had a clear rôle. UNESCO did not ^{have responsibility} but was trying to get in the act. An agricultural engineer from the University of California by the name of Hagan had worked with a group on a technical monograph dealing with irrigation, drainage, and salinity control to be published jointly by the American Society of Agronomy and the American Society of Agricultural Engineers. A detailed outline had been prepared and the selected authors were working on their manuscripts at that time. Hagan had wangled a trip to Europe and Asia. He was terribly anxious for



attention and in Paris Kovda had gotten hold of him, buttered him up, and got from him the outline for the American book then under way. Immediately Kovda approached Parker and got an agreement for UNESCO to finance an international "source book" on irrigation, drainage, and salinity control. He used essentially the outline from Hagan. He chose several Americans as authors and wrote to them, including me. Most of the men concerned were up in arms and refused to take part. This was destined to be another sticky mess.

On November 8 Young returned from his trip with the Secretary as another "instant" international expert. He told about visiting a peasant farmer in Thailand: "He could not read, so, of course, he couldn't think! Oh God! Oh Montreal!

I had a conference with Assistant Secretary Robertson and Mr. Keefer about forming a discussion group. This went ahead for a year or so and Robertson lost interest although we were to have several good sessions.

November 14 - 18 I was in Chicago at the invitation and expense of the Rockefeller Foundation for a conference arranged by Moseman and Charles Hardin on agricultural economics in Latin America. This turned out to be a very interesting meeting. Flores of Mexico gave a real hot talk on land reform. There were other papers by Latin Americans and by Americans. All of the speeches and debates were taken down by a court stenographer.

I was back in the office on November 20 and got an assignment to write a statement of suggestions for a UN conference on technical assistance, later held in Geneva early in 1963. I got this done just in time to leave for the Soil Science Society meetings in St. Louis

The first part of the paper discusses the importance of the study and the objectives of the research. It then proceeds to a literature review, followed by a description of the methodology used in the study. The results of the study are presented in the next section, followed by a discussion of the findings and their implications. The paper concludes with a summary of the main points and a list of references.

The study was conducted in a laboratory setting, using a sample of 100 participants. The participants were randomly assigned to two groups: a control group and an experimental group. The control group received a standard treatment, while the experimental group received a modified treatment. The results of the study showed that the modified treatment was significantly more effective than the standard treatment. This finding has important implications for the treatment of the condition being studied.

The study was limited by several factors, including the small sample size and the laboratory setting. Future research should aim to address these limitations by conducting larger-scale studies in a more naturalistic setting. Despite these limitations, the study provides valuable insights into the effectiveness of the modified treatment.

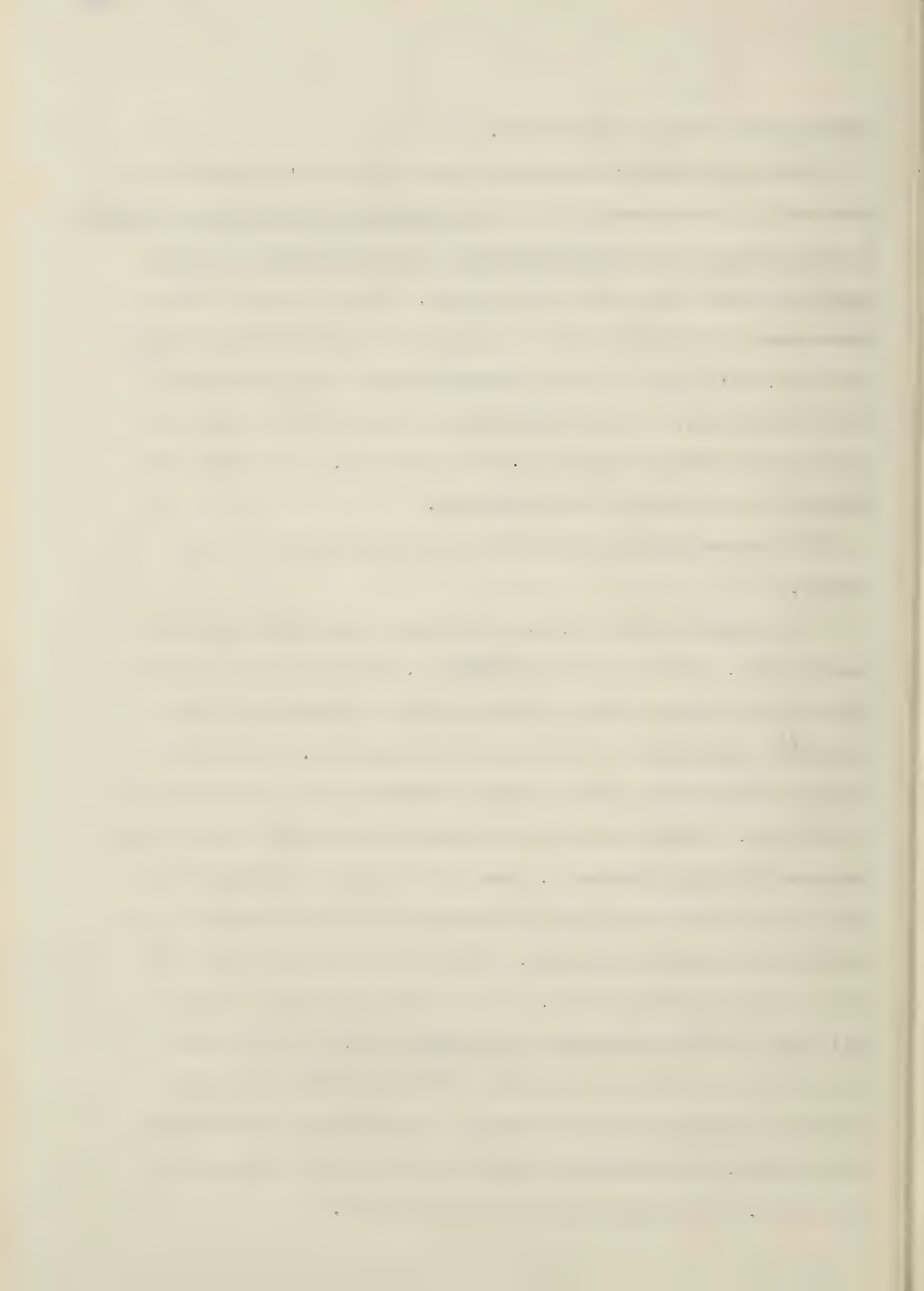
In conclusion, the study demonstrates that the modified treatment is more effective than the standard treatment. This finding has important implications for the treatment of the condition being studied. Further research is needed to confirm these findings and to explore the underlying mechanisms of the treatment's effectiveness.

beginning the evening of November 26.

Since this meeting of the Society was on its 25th anniversary I had been asked to give a general lecture, A challenge to American soil scientists: On the occasion of the 25th anniversary of the Soil Science Society of America on which I had worked long and hard. The hall was full and the speech went over very well with the young men but probably some of the older men didn't like it because I detailed many of the mistakes and lost opportunities. I urged especially more joint meetings, with the foresters, engineers, community planners, and so on. Yet in time, the Society did act on many of the suggestions.

The Agronomy banquet, always dull, was especially bad at this meeting.

On November 30 I left St. Louis for Reno by way of Los Angeles and San Francisco. The TWA flight was very late. When we arrived in San Francisco the plane to Reno had gone and my bag had been left in Los Angeles! I was put up in a little cold and noisy room. From this I learned that hereafter I should carry my medicines, razor, and slides in my hand case. The next morning my bag came in just in time for me to make the plane to Reno on December 1. Some of the boys in the state office took me to Lovelock where I was to address the state association for soil conservation district supervisors. I was put up in a motor court near the tracks of the railroad. In the afternoon I gave a paper on Soil survey for range development and conservation. I was so tired that I went back to my room for awhile before the banquet which was addressed by Congressman Walter Boring -- an unreasoning, conservative, super patriot. His speech was followed by an illustrated lecture on India by me. Many people commented on the contrast.



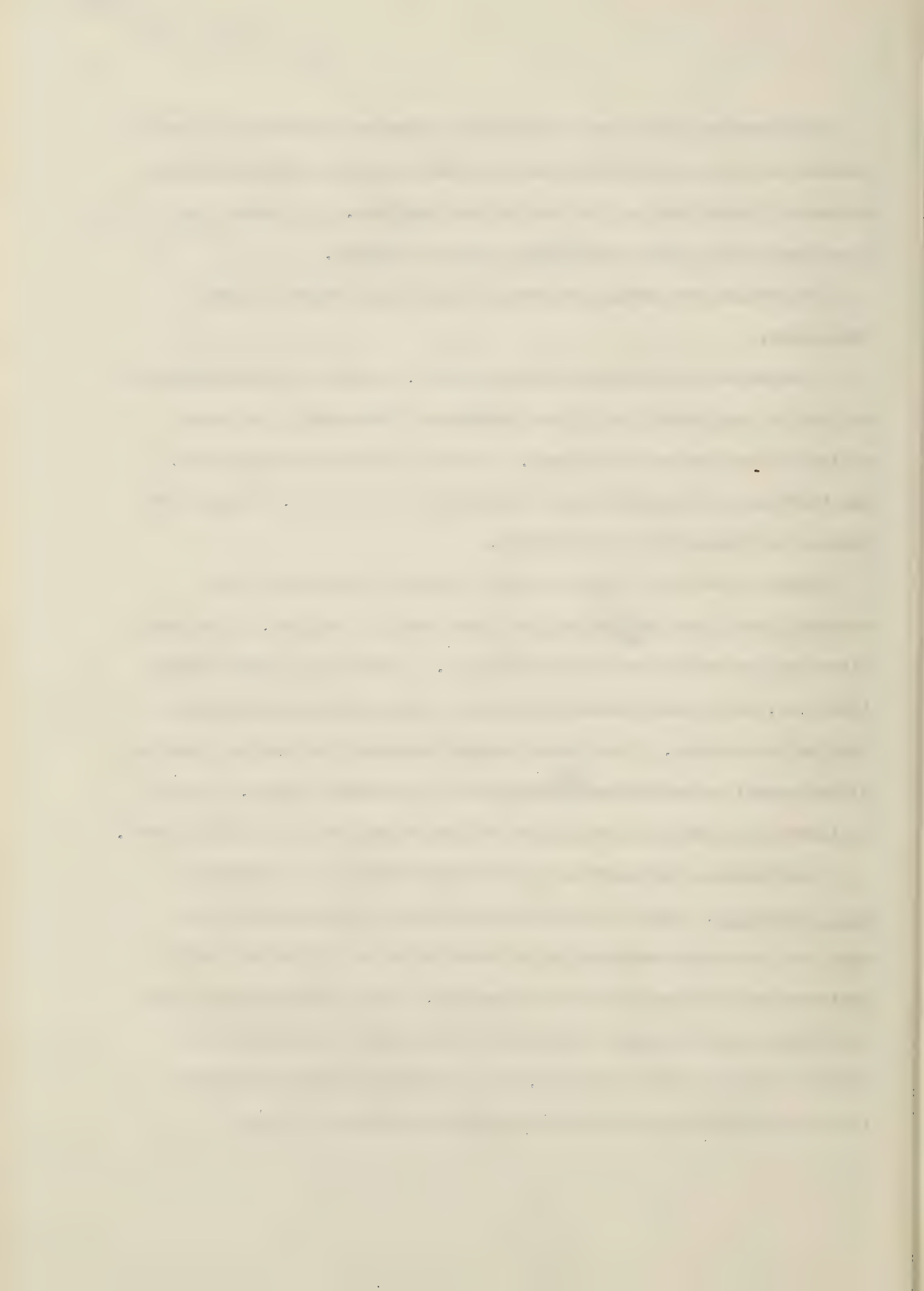
That evening Jim Adams of the Nevada Experiment Station told me the trouble they were having with the new Desert Research Institute headed by Wendell Morely who had the ear of the President. It looked like a real mess but I didn't trust ²either Adams or Morely.

The trains ran through my room all the time I tried to sleep that night.

I attended the business session with Mr. Cleary, cut the field trip, and got to Reno about 4:00 in the afternoon. Fortunately, my room at the Holiday Inn was soundproof. I took a brief walk around Reno. The terrible casinos had a sort of fascination of horror. People lost hundreds of dollars in a few minutes.

After a good rest I got up early December 3 and went to the airport. The plane taxied ³out, and then back for repairs. I called Cleary and we had a nice chat in his home. I got away a little after 1:00 P.M., had a real scramble in Denver, and finally got to Lincoln late in the evening. I was there through December 7 attending a meeting of state soil scientists and ⁴correlators in the Great Plains. I gave an introductory talk on the history and opportunities in the Soil Survey.

Bill Johnson was there and gave the best talk I ever heard on Soil mineralogy. Many of the beautiful colored slides he used were made from thin sections that he had made in his own office and had photographed in color through a microscope. I had a fine evening with his father, M. B. Johnson, with whom I had worked a great deal in McKenzie County in 1931 and 1932. He had been the director for the land-use project that I had recommended to Dr. Gray in 1934.



The meeting went quite well. I gave an illustrated talk on the Soviet Union the evening of December 6.

The next day we got down to business about how to improve the quality of soil surveys -- of the mapping, correlation, and interpretation. It was a good work out.

Finally on December 8 I got home after about the hardest journey I had ever had within the United States.

I returned to the office December 11 with an enormous pile of work and special jobs for the New Frontier.

Wadleigh and his men were very much exercised by a memorandum that Ted Byerly had sent to him and others that they should prepare the papers requested by Kovda. So a conference was arranged December 14 with Byerly about it. It seemed that while the Secretary's party was touring India Hagan saw the Secretary a moment and said that somebody needed to tell the Americans to do these papers for the good of the cause. The Secretary said he saw no reason why they shouldn't. Of course neither the Secretary nor Byerly knew what they were about. We really had a tough conference and Byerly got angry at me and I fear that I let him have it back. (That was the first and only time.) It became clear to Byerly that he was wrong. He crawled out of it by saying that he didn't order the men to do it. He said, "If I had ordered them I would have said 'you will do it' not 'you should do it'." Well the easiest way was to let him crawl out with this.

The last two days of the year I worked on a speech for Ames on county planning and made a fourth draft of the booklet Place of the laboratory in soil classification and interpretation.

1962. The new year started with a nice gesture from Don Williams. I found a little time to organize and sort out my collection of kodachrome slides and my prepared but unpublished speeches. Also I found a bit more time to work on the Joyce collection. Early in the month, a group of us, including Joe Robertson had a dinner meeting at the Cosmos Club to be something like those some of us used to have between 1939 and the end of 1942.

In January I was notified of my election as a corresponding member of the Belgian Academy of Sciences for Overseas.

Then too, I began to have trouble about Dr. Cline's salary. Williams had not forgiven him for the letter he and Brady prepared about the downgrading of soil correlation work. This matter was to hound me for several years to come.

A World Food Program
I was working on a committee appointed by the Secretary to prepare a program for a World Food Forum to be held in Washington in May, 1962 in commemoration of the 100th anniversary of the USDA. I had a half-day session to organize and to prepare a small paper for another session. (It was interesting that despite the emphasis of the Secretary's Office on Negroes, I was the only one who invited a Negro to take part!! President Evans of Prairie View A. and M. College of Texas served as chairman and did a good job. This was a busy time. The graduate school had organized some seminars on the great issues and I was persuaded to be in the chair for several of them.

We learned a bit later that Dr. Alexander Muir ("Sandy") died of cancer February 1. Although he had been sick for some time it was a shock. He had been head of the Soil Survey of England and Wales since 1945. We had been guests in his home and he in ours several times.

Send to me and for

On February 5 I left by train for St. Paul for a conference of the soil scientists within the state. I gave a lecture on the opportunities before us in the Soil Survey. On February 7 I gave another at the University on the education of a soil scientist during the day, and a slide lecture on the Soviet Union during the evening. On the way back I got a few books in Chicago.

The New Frontier had asked for constructive comments from the staff so I sent one forward through Joe Robertson about the bad effects of the current personnel policy, initiated by Eisenhower, which was to blame for a great deal of the confusion during the Cuban Crisis about a year before. (Insert 806a and 806b.) Joe read it and didn't like it, but agreed to send it to Macy of the CSC, one of the most cynical hypocrites in Washington, who would like it less. But anyway I got an explanation of a very bad situation off my chest.

About this same time I began urging the Department to set up a small outside advisory committee on FAO. Few people in the United States knew anything about FAO, nor did the Congress. I suggested about ten distinguished agriculturists from the universities, farm organizations, and the like to be serviced by a small secretariat.

In February the Cosmos Club got on the front pages because the Admissions Committee had not elected a Negro candidate named Carl Rowen. He was a former newspaper reporter in Minneapolis who had been brought into the New Frontier. I looked into the matter and found that he had not been discriminated against because of color as several had claimed. The previous year he had been on some kind of mission in Europe. On the way back he boasted loudly and irresponsibly of all

on average a half of the total. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion.

The first thing that strikes me when I look at the world is the fact that it is a very small place. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion.

In every one of these little spots on the globe, there is a life. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion. I think it is a fair estimate to say that the total number of people in the world is about 2.5 billion.

Joseph M. Robertson, Executive Assistant
Secretary, U.S.P.

February 23, 1942

Charles E. Kellogg, Assistant Administrator for Soil Survey,
S.C.S.

Position security in the Federal Service

Both Secretary Freeman and the President have requested suggestions for improvement in the Federal Service. During my years in this Department I have sensed a growing critical problem of direction and staff work at the highest levels of the government, especially during the past few years. The acceleration of this problem began about 4 years ago. A growing number of those top positions requiring people of the highest professional ability and integrity have been removed from the normal Civil Service system by Schedule C or by other exemptions. Especially have many new positions in the higher levels been exempted.

I propose to outline four seriously detrimental effects of this trend on the operations of our government, in order of their increasing importance:

1. The morale of those Civil Service people best able to deal with the most highly complex problems has been declining and seems to continue to decline. The ladder of promotion opportunity, for salary and status, and especially for service, is being shortened from the top.
2. Promising young professional men and women hesitate to seek Federal positions, partly for these reasons. Yet we should have expected recruitment to be easier. Now a higher proportion than formerly of our top young scholars would like opportunities for responsible public service. But they see that the top positions are increasingly being filled on bases other than successful experience and scholarship. Nor will increased salaries alone have much influence on these people.
3. This trend greatly increases the difficulties of the President and his Cabinet secretaries in getting their policies carried out effectively.

The high-level professional Civil Service people of my acquaintance, almost without exception, know that their job is to carry out the Administration's policy. As policies are made clear to them they do carry them out. If an individual finds that a policy he must carry out violates some deep personal principle, he resigns.

Many recruited for the exempted positions lack successful experience in the uniquely complicated problems of the Federal government. Even more important, a great many of them have two loyalties, one to their Secretary or other agency head, and one to the person or group who managed their appointment. Essentially all top Civil Service people have but one loyalty.

4. Most important of all this trend seriously threatens the very integrity and competence of our government during the change-over from one administration to another. Actually, the people in the United States have been extremely fortunate that no greater crisis than the Cuban one developed during the period of a change-over.

Many top people in the Federal Service now experience great uncertainties after presidential elections, about both individual positions and policy. Such uncertainties cause reluctance and delay in making decisions.

Under present arrangements hundreds of key positions have new incumbents during a change-over of administrations. Many of these people deal with highly complex matters some of which are classified as top-secret or higher. One does not discuss such matters with strangers. First, people must get acquainted and learn who have what functions, authorities, and clearances. This situation has potential for great danger. One cannot help but shudder for our country should a serious international economic crisis arise, to say nothing of a military crisis with the Soviet Union or with China, during such a change-over period.

Many feel that most members of the Congress really wish they were not plagued by people seeking appointment to exempted positions. Yet as long as many such positions exist they must go along and compete with their fellows. I suggest that the price for this luxury is out of line with any possible benefit to either political party.

In the governments of most of our strong allies the trend has been toward less exempted positions, not more.

In summary: I submit that the need for an excellent top staff, experienced in carrying out policy, is one of the most vital problems facing our government. Now, near the beginning of a new administration that has had the experience of a year, is the most opportune time to seek a solution. Obviously, it would be extremely difficult to do so near the end of one administration. This matter deserves searching study and inquiry by a highly competent commission with a view to reversing the current trends and to give critical professional positions the security inherent in the Civil Service system. With the full force of the Office of the President and the Cabinet back of a plan, this could be done in ways to strengthen greatly the operations of the government and to remove a serious threat to the competence of our government to handle a serious crisis that could easily affect the welfare of every citizen in the country.

the changes he was going to make in the government. It just happened that a member of the ~~Advisory~~^{Million} Committee of the Cosmos Club was sitting near him in the plane and observed his irresponsible conduct. Ken Galbraith, Assistant Secretary of State Cleveland and several others resigned and gave interviews to reporters. Ken Galbraith had recommended President Kennedy for membership in the Club and, of course, his resignation stopped that. This happened not long before elections in the Club and two slates were suggested. Just about everybody voted and swamped the rebels. Those who had resigned had second thoughts and wanted to be reinstated. Their excuse was that in the meantime the Club had elected a Negro and they had won their point. But of course this was absurd. Rowen had not been rejected on that basis. So the officers of the Club ruled that they were not eligible for reinstatement and would need to apply for admission in the usual way. This stirred up an enormous row at the annual meeting but the members supported the officers.

Because of all this rowing ~~Now~~ Robertson insisted that our discussion group or "Board of Education" as it got to be called, meet in the Occidental Restaurant.

Near the end of February I went to Alexandria, Louisiana for a meeting on soils and forestry held jointly between the SCS and the Forest Service. It turned out very well with a good deal of clearing of the atmosphere. The discussions brought out clearly that both a skilled forester and a skilled soil scientist were needed to select plots for determining forest-site index. The plot had to be a fair sample of a known kind of soil and be a fair sample of an even-aged

stand of trees. Many of the data already collected were useless because of a failure on one or the other of the ^{se} essential points.

I was back in the office March 1 to an extraordinarily heavy load of writing for speeches and field memos and of correspondence.

Study of American Agricultural Colleges
On March 16 Dr. Frederick Jackson of the Carnegie Corporation *of* New York called on me. He had called me earlier saying that the Corporation was considering a study of *American* colleges of agriculture and that he should like to come and see me about it.

At first he asked me whether there were any real problems in these colleges. I suppose I gave him a lecture for an hour or more on the most serious problems including low standards of curricula of most of them. I talked about the indecision of extension, political ties with organizations, missed research opportunities, indecision about foreign work, and so on. Then he asked, "Well, is it worth making a study of them?" Then he got another lecture encouraging him to go ahead. So then he asked me, "Who could head up such a study?" I consulted the map on my desk and began to speculate. Shortly he interrupted me, "Let's not waste our time. We have had this under study for two years based on an application from a group in New England, one from Dean Kottman for the "Agri-business" group, and others. About a year ago we had a two-day session at Woods Hole." (Then I remembered that I had worked up a lot of notes for M. B. Russell to attend such a meeting.) Fred went on, "We have talked with many people and the judgment is unanimous that you should make the study." This startled me. I said, "But I have a job, a full-time important job." But he insisted. He told me that it didn't have to be done right away or all

... of them. Day of the time, ...
... on one or other of the ...
... in the office ...
... of writing for ...
... to ...
... called on me. He ...
... was considering a ...
... he ...
... first he asked me whether ...
... I suppose I ...
... a ...
... of them. I talked about the ...
... with ...
... and so on. Then he asked, "Well, ...
... study of them?" Then he ...
... should. So then he asked me, "No ...
... consulted the map on ...
... interrupted me, "Let's not waste our time. ...
... for two ...
... been ...
... no had a two-day session at ...
... that I ...
... meeting. ...
... it is ...
... I said, "But ...
... the ...

at once. I told him that the next time he saw Ted Schultz to tell him that he wanted to continue as Professor of Economics and that I wanted to continue as leader of the Soil Survey. He just laughed. I could see the find hands of Bradfield, ^{W.C.} Brady, Charles Hardin, T. W. Schultz, ^{M.B.} Russell, and ^{A.H.} Moseman. I said, "I should feel highly complimented by this but I'm beginning to see the picture. You didn't want someone within one of the colleges. But you wanted somebody who had been in several of them. You wanted a natural scientist acceptable to the social scientists. And you wanted someone interested in the liberal arts." He agreed. Certainly that hadn't given them many degrees of freedom.

I explained that I had a very full schedule until the next December. I had to spend November in New Zealand. He said, "Couldn't you cancel that?" Then I told him how I had promoted the meeting there in Paris in 1956; that the top soil scientist in New Zealand was a very dear friend of mine; that he was counting on me; and that he was scheduled to retire soon after the meeting. He could see that I had to go. I also explained that I was committed to attend a UN meeting on technical assistance probable next February in Geneva. The papers had to be in fairly soon because they were to be published by the GPO well prior to the conference.

He raised the question about a part-time arrangement and I agreed to look into it.

Things piled up. The principal correlators were here for the week of March 19. I met with them when I could. But I did have other things to do as well. Dr. Richard McArdle, Chief of the Forest Service, retired and this I hated very much.

it once. I told him that I was the only one in the world who had

and we wanted to see him. The doctor of the hospital said that

he would see me at 10 o'clock. I went at 10 o'clock. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

and he told me that he was very busy. I was very busy. I was

On March 24 the Ignatieffs came and we had several people at our home to meet them, including the principal soil correlators. I spent some time with him the next week. Joe Bulik had problems and McDerment called about the UN conference. (He was to be head of the US delegation.) The next Saturday Kovda came. I had brief discussions with him about the so-called "source book" and the world soil map.

I also worked in a few conferences about the Carnegie matter. Shaw, Brady, and several others urged me to work out a scheme. Brady also called about an offer for him to be Extension Director in New York. I was ^{able} to talk him out of it and recommended "Tiny" Johnson. He called back to say that some people didn't like Johnson and claimed he was discourteous. I pointed out that I had been with him a great deal and never saw a single instance of it. I told him that if he looked into it I would wager the people saying that had neglected their work. Anyway in a few weeks Johnson was appointed.

The evening of April 12 Mommy and I heard Padraic Colum read his poetry.

Robertson's "Board of Education" started meeting again in the Cosmos Club now that the dust had settled. The arrangements and meals were better than at the Occidental.

I talked with ~~Assistant Secretaries~~ Welsh and Robertson about the Carnegie proposal and also with Williams and Selke. It was agreed that I could spend one-third of my time for three years on this project beginning December 1, 1962. It would also need to be understood that my official work in the Department would need to take precedence. I wrote this to Fred Jackson and he replied that they would need to insist

on more time. I replied thanking him for getting me off the hook for that was the very best I could do. He apologized at once and accepted the proposal.

I also chaired a special interdepartmental committee on UNESCO-FAO relationships. It became clear that the US delegates to UNESCO were asking UNESCO to do things that other US delegations were asking WHO, FAO, and WMO to do. I filed a report on all of these things later over the objection of one member from the State Department. It was obvious that State favored UNESCO and knew little or nothing about the actual work of the other specialized international agencies. It was clear that if this report were to do any good several of us would need to work at it for a long time. *(See attached report 8/1/64)*

In May I had a long and interesting seminar with the Extension staff about what is happening to our soil resources.

Also in May Guy Smith received the Distinguished Service Award for his work as staff leader on our new system of soil classification.

I learned about this time that a Soviet soil team would visit the US and that I was to prepare a program for them. Joe Bulik got hold of the names and gave me some vague information about their positions. The list included none of the well-known Soviet soil scientists.

During the middle of May we had the World Food Forum, the proceedings of which were later published by the Department, q.v. On the whole it went quite well and the Secretary and Mrs. Freeman ended it with a nice cocktail party for the participants. I recall going up to Senator Keefauver and explaining how much I had appreciated what he was doing. He said to me sadly, "Do you know what it means to work as hard as you can for what is right and then be thwarted time and time

on one side. I replied that I was not at all sure that
that was the very best I could do. He replied that once you
also obtained a special experimental committee
It became clear that the committee to
resting upon to do things that other people would not do
and this to do. I filed a report on all of these things
over the objection of one member, the state representative.
obvious that state favored them and that little or nothing
work of the other specialized international relations.
was clear that if this report were to go any good several of us would
not be able to do it for a long time.
In fact I had a long and interesting session with the
Also in the Guy Smith received the advice from the
for his work as staff leader on our new system of self-education.
I was to prepare a program for them. I was to write
the names and have the same name introduction and their position.
The first included none of the well-known known self-educators.
during the middle of it. We had the committee on the
teaching of which were later included in the report, etc. and
made it very well and the committee and the program was
with a nice booklet for the committee. I really liked it
to know the committee and explaining how the committee was
was clear. He said to me well, "The point was that he was not
not at all. He said he liked the committee and the program

COPY
REPORT OF SUBCOMMITTEE OF UNITED STATES-FAO INTERAGENCY
COMMITTEE ON DIVISION OF RESPONSIBILITY BETWEEN FAO AND
UNESCO. 1/

1. The subcommittee explored a few areas of apparent confusion between the programs of FAO and UNESCO, including apparent inconsistencies between the positions of the United States delegations to the two agencies. Examples include:

- The proposed world soil map project
- The proposed sourcebook on irrigation and drainage
- Research programs in soil biology
- Agricultural aspects of arid zone program
- Agricultural aspects of the program for the humid tropics
- Oceanography
- Hydrology
- Fisheries

Some of these programs were perhaps initiated by individual members of the secretariats without being fully considered in council meetings or conference sessions. At least in some instances UNESCO approached FAO to do work in some of these fields which they have been unable to do because of higher priority work for the funds available to them. Yet they did not want to say the areas were unimportant or to object seriously if UNESCO spent its funds on them. This applies especially to the first five in the above list.

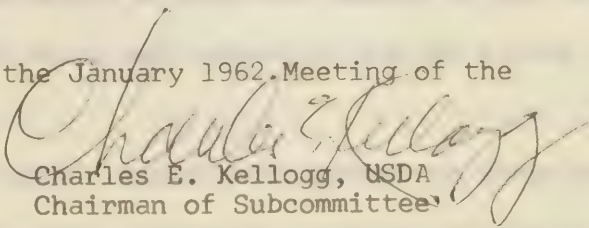
2. It was agreed that the present organization of communications among the U. S. agencies concerned with programs in FAO and UNESCO should be revised, brought up-to-date, and then more closely adhered to.

3. It seems desirable that each major department concerned have a specific liaison person or office for dealing with affairs of international agencies and that a list of these be brought up-to-date, widely circulated, and revised as changes are made.

4. It is agreed that the UNESCO and FAO budgets and programs of work should be furnished each of the departmental liaison offices for appropriate review in their departments.

5. It is recommended that ad hoc committees with appropriate agency representatives be used to give substantive review to areas of possible conflict or overlap among the programs of international agencies, such as FAO and UNESCO.

1/ Subcommittee No. 9 of Report on the January 1962 Meeting of the Interagency Committee.


Charles E. Kellogg, USDA
Chairman of Subcommittee

May 9, 1962

again?" I knew that I had a good idea of it but probably not so well as he did. He never was well liked by his associates in the Congress -- only the people liked Keefauver. As we left for our car, we saw him walking down the other side of the street, tired and in deep reflection. (He died not many months after that, a broken hearted man.)

The last day of the Conference several of us were taken to the White House for a brief talk by President Kennedy. He shook hands with each of us. As we left a reporter dashed up and wanted my name. And so I had an idea. I checked with our Information people and the photographer had gotten a very good picture of me shaking hands with the President. Orsini borrowed the negative and made some copies, one of which the President autographed later.

May 20 and 21 I spent in Fargo, North Dakota. I had earlier accepted the request to come there at commencement for an honorary D. Sc., which gave me my first chance to wear my beautiful epitage from Gembloux. The Commencement was on Sunday and the next day I had a most unsatisfactory conference with the soils people of SCS and of the State University. The field work for the Stark County soil survey had been called "completed" for a long time. It couldn't be published because of serious errors. Everybody blamed everybody else and did nothing. So I arranged to go out in the middle of July with Aandahl to meet with the state conservationist, the state soil scientist, and the others concerned with it.

The last week in May was hectic indeed with speeches to write and to give. Then too, the Department had received a scheme of Director General Sen's about fertilizers, including a crazy attachment by Parker

on Fertilizers and Economic Development. It had the same errors of his previous papers and failed to recognize the importance of inter-actions and of the contributions of TVA. So I had to write a memorandum about that.

Smith was in conference about the world soil map in Paris in May and on a study trip until June 16. Vessel also visited with the Western European working party on their ^{DeL}map while in Europe on defense intelligence work. Orvedal had a rough trip on defense intelligence work in Thailand from May 26 to August 19. It was essential to study the land on the ground in relation to air photos. During roughly the same period Miller was in Alaska.

On June 11 I had another unpleasant conference with Bramao who appeared to have plenty of money to waste in travel. He started out the conference by trying to flatter me and then went on to try to threaten me. He should have realized that I was an old hand at this. No one can flatter or humiliate a man unless he cooperates by feeling it. And I learned long ago not to feel either of these.

Norman Taylor wrote that in addition to my scheduled paper he wanted me to give a public lecture in New Zealand. How the writing piled up!

In June arrangements were made for both Cornell and Oregon to give the course in Basic Soil Science. The "Board of Education" met again at the Cosmos Club and I feared that Robertson was losing interest.

On July 13 Assistant Secretary Welsh left the Department for a big-salaried job in the tobacco trade. I wondered whether or not he had neglected my advice. Anyway, he left and Williams stayed.

...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...
...the ... of the ...

I left for Bismarck, North Dakota on July 14. On July 16 Shoesmith, Aandahl, and others went with me to Stark County. Bus Lloyd, the state conservationist, couldn't go because of an extremely important meeting. This turned out to be a meeting on forestry -- in North Dakota!! We were a big party altogether. Happily, Kermit Larson, who had been the party chief, was a good man. He knew where the "bodies" were buried. Some of the mapping work was too poorly done for a soil survey to be used in tax assessment. Large areas of land worth less than \$10 per acre were included within the same mapping units with land worth over \$100 per acre. All of the boys within the state had missed the solodized-Solonetz soils, which had been thoroughly studied and explained in several publications by me and my associates in the early 1930's. This is why Mogen and Aandahl had been unable to complete a correlation. I took several of the field sheets and re-mapped the areas myself with the boys looking on. We spent all day at this. Then I got Larson to go over all of the maps that evening and estimate the total acreage of these badly mapped complexes.

The next morning we had a meeting in a room with a blackboard and I made a plan with them. We estimated in detail the work to be done; who would do it, by name; and when it would be finished. Then we made schedules for the manuscript to go with the maps. What I did was to do what Shoesmith should have done nearly three years before. Then we returned to the state office and Aandahl went over with Lloyd, Shoesmith, and me the errors in programing and mapping that he had seen recently in other counties in North Dakota. It was a sorry picture.

1015

In the afternoon it happened that a meeting of area conservationists, with some others, was scheduled and I went over with them in detail, (1) how the soil survey should be carried on, and (2) the training needs of both soil scientists and soil conservationists. That evening I gave a slide lecture on either the Soviet Union or India.

Just a while before leaving I had a real tough meeting with Lloyd and Shoesmith who were trying to blame everyone else for the troubles. I told them clearly that I knew what they were trying to do and that they had no right to question the intentions of the others because if they had purposely set out to make a bad survey in Stark County they would have done just what they did. I became convinced that both men were hopeless and that we should continue to waste a great deal of public money in North Dakota until Lloyd was out, which we did for more than four years.

I was back to the office July 23.

In early July Dr. John W. Gardner, President of the Carnegie Corporation, and Williams had had a formal change of correspondence over the plan for me to have one-third of my time on leave without pay for the Study after December 1 next. In the meantime following Welch's separation, the SCS had been put under John Baker. So I went over and explained the whole thing to him.

Welch leaving left a vacancy for director of science and education. The Secretary's office tried a little later to get another position as Assistant Secretary since they gave Welch's assistant secretaryship to Baker. But they didn't try very hard.

I was back to the office in '88.

On top of all the speeches and the FAO interagency meetings, Dr. Selke got me into a job to help the American Association of School Administrators get out a new book on conservation. I agreed because the old one they had was simply a mess of propaganda dominated by Bennett and his boys.

Along about this time Ted Byerly took over from Dr. Selke as head of the old Office of Experiment Stations, renamed as Cooperative State Research Service. I predicted that he would have everybody by the ears. But I was wrong. He did an exceptionally good job.

During July Guy Smith had a trip of short duration to Moscow, Crimea, Belgium, and Ireland. FAO had conferences on their "world soil map" in the USSR since that was the only way to use the rubles available through UNESCO.

On July 31 the Soviet team came. Before the conference I was advised to stick to the program I laid out but I wouldn't do it. I explained what I had laid out. The nice old chairman of the group thanked me and then went on to say what they were interested in, which was not what I had understood from the earlier meagre information. So the program was modified substantially to suit them. They had planned to return to Washington August 24 and go on to New York August 25. I said to them, "What a pity. Couldn't you stay one more day and have lunch in my garden August 25?" And they agreed.

In July and August we had conferences about Soil Survey work with the Bureau of Indian Affairs, and others with the Bureau of Reclamation, ^{Land Management,} trying to work out schemes for their own benefit. Since both agencies were in the Department of Interior this turned out to be nearly impossible because of the great uncertainty about policy and direction in that agency, except for the Geological Survey.

... of all the

... into a

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

On August 14 I had a long session with Fred Prange. After Graham retired Williams had made him his foreign service officer even though Prange, formerly in internal audit, had never been out of the country in his life!! Prange was willing and honest but wholly uninformed. Even so, he couldn't do worse than Graham had.

That same week Drosdoff came by. He had done a wonderful job in South America and had learned to write and speak Spanish so, characteristically, AID was transferring him to Viet Nam and he was having to learn French over again.

About August 18 Govindanrajan came in to see me following a trip in the United States. He had gotten to be head of the Soil Survey in India in spite of his lack of qualifications by having an uncle in the right spot. I took up the question again of how impracticable it was for the Indian Soil Survey to try to have its own cartographic unit. He agreed and said that he would try to get it done in the Survey of India. A few days later I saw a copy of the report of his "debriefing" conference in FAS. He had lied to me straight out. The next day after our conference he had said that he was going to emphasize this work and send a man to Paris for training!!

On August 19 Mommy and I drove in her car to Ithaca for the meetings of the Soil Science Society of America.

As usual I had a good many side conferences with various people including a long talk with Al Moseman about the job that Welch had left. I had a nice session with Lewis Nelson about several items: A chapter on TVA for the American School Administrators book on conservation; my Carnegie undertakings; TVA-SCS relations in the Valley; and fertilizer studies abroad.

14-00000

I gave two papers there, one on Opportunities for Soil Scientists and Agronomists in the SCS and a more important one ⁹⁻ on Soil Use for Abundance. Although the paper went well it was rather wasted later. The Agronomy Society published this group of papers on the food problem in a special publication. Two or three of those included were so bad that I never sent out the publication to anyone. Frank Parker was now out of FAO and had a job in AID! I assumed that he would be in my hair some more. Yet at this meeting he gave quite a good paper. I had already sent my paper for the Geneva meeting, coming the next year, to Dr. Rigney. Moseman had told me that it was circulating to a committee including him. I asked him, "What did you tell them?" He replied, "I told them that it was adequate." I said, "Now if the damned committee" "Yes," he interrupted, "I know. And the committee won't do anything else about it."

On August 24 Mommy and I hurried home and prepared to have our Soviet guests the next day. It turned out to be a lovely day and we had luncheon at tables in the garden. Joe Bulik came along with a State Department translator. Thus with the Soviet translator we had one for each of three tables. I showed them my Soviet mementos and it was obvious that they all had a fine time.

The following week the Soil Conservation Society met in Washington but I was able to attend only a little of it. Mommy and I did go to the banquet mainly because Senator Hubert Humphrey was the speaker. As usual, he was late. E. A. Norton and his dear friend Ben Jensen, a Republican Congressman from Iowa, sat at the table next to us. Both had had too much to drink, especially Jensen. He talked in a loud voice against Humphrey and when Humphrey came in he got himself up and staggered out. Mommy and I had a very brief talk with Humphrey after his speech.

September 5 Reimer of the World Soil Geography group went to Thailand to follow through on the terrain intelligence work begun earlier by Orvedal. By this time Orvedal was beginning to have back trouble from his trip that later became very much worse and laid him up for some time.

Along about this same time Dr. Rigney called me and said that he'd had only one suggestion about my paper for the UN meeting. He said Frank Parker told him that I had worked too hard to prove my points. He asked me, "Do you have any idea what he is talking about?" I lied to him in reply, "No idea at all." Well, he said, "Forget about it and give us your final draft." A few months later I apologized to Dr. Rigney and explained to him why I knew exactly what Parker had in mind. I had probably worked harder on this paper than any other of comparable length. Its title was Interactions in Agricultural Development and covered the application in fields, farms, communities, and countries.

It later developed that this paper was the American one chosen by the organizing committee in Geneva for the plenary session on agriculture. Ralph Phillips told me later that his Russian counterpart said, "We would be happy to have Kellogg speak. We know him and he is a good man." (He was from the Ministry of Agriculture, not the Dokuchaiev Institute!)

We learned about this time too that my old friend Carleton P. Barnes died suddenly while attending a geographic congress in Vienna. His wife was with him but was not permitted to see the body and was hustled home immediately.

Earlier Dr. Jackson of Carnegie and I had arranged two one-day seminars at the Cosmos Club on the Study. People invited had been

...and I believe of the world. All countries were open to
...to follow through on the various details of the work
...by myself. My wife and Oswald were beginning to work
...from this trip that later became very much worse in field
...up for some time.

Along about this same time Dr. Higney called me and said that he
...also only one suggestion about a paper for the meeting. He said
...Higney later told me that I had worked too hard to prove my point.
He asked me, "Do you have any idea what he is talking about?"
I tried to him in reply, "No idea at all." Well he said, "Don't say
it and give us your final draft." A few months later I apologized to
Dr. Higney and explained to him why I knew exactly what he was talking
about.

Mind. I had probably worked harder on this paper than on any other of
comparable length. Its title was Interpretation in Biological Sciences
and covered the application in fields, terms, concepts, and theories.
It later developed that this paper was the main reason for
the organizing committee in Geneva for the primary session on evolution.
Higney told me later that his Russian counterpart said, "We
would be happy to see a Higney speak. We know him and we know his
work." (We saw from the history of the Institute, and the organization

1957/1958

...to be true with this too. The work was done in 1957, and
...the work was done in 1957, and the work was done in 1957.
...the work was done in 1957, and the work was done in 1957.
...the work was done in 1957, and the work was done in 1957.

...the work was done in 1957, and the work was done in 1957.
...the work was done in 1957, and the work was done in 1957.

201 1167

given, confidentially, the tentative prospectus I had written. One of these ^{was} held September 6 and the other October 10. Most of the people who ultimately accepted appointment on my Advisory Board, as listed in the final report as published by McGraw-Hill, came to one or the other of the two meetings. In addition to Jackson and ^WMe, Russell Thackeray was invited to one and also Dr. McArdle and two or three from the USDA.

This was a very busy time since I had to have my UN paper and New Zealand papers typed in final form before leaving for New Zealand.

Another one of the FAO conferences on the world soil map had been scheduled in Tashkent and we had arranged for Ed Templin to go. Through some mix up, the Soviet Embassy had not received orders to give him a visa. But it happened that on September 10 the Soviet Minister of Agriculture was here on a visit. In desperation at the failures of our State Department to get anywhere I called the Agricultural Attaché at the Embassy. He had been very pleased at our treatment of the Soviet soils group and told me he would call back. To my amazement he did and said if we could get the passport up in a couple of hours the Minister of Agriculture would give the visa. Ed had already given up and started home but I had him paged at the Friendship Airport and he returned to his hotel. The next day he was on his way to Tashkent.

On September 11 I had to study my Alpha Zeta lesson. That night I helped in the initiation of Secretary Freeman into Alpha Zeta and attended the national banquet. We had some additional conferences the next day with the chapter representatives.

During the week of September 24 we had the annual meeting of state conservationists. I could not attend all the sessions because of other assignments. Two of my favorites, Sasser and Helseth, had dinner in our home.

Probably foolishly, I accepted an invitation to make a speech in December at the Royal Canadian Institute in Toronto. I worked up an expanded outline and selected slides for a talk on the Natural Fallow under shifting cultivation.

On October 10 we had the second meeting on the Study at the Cosmos Club. I explained to Jackson that I should need to be attached to some kind of institution for the Study. McArdle had warned me about this. I wasn't going to learn about withholding taxes and all that sort of thing. After some discussion I suggested the University of Maryland since I knew the Vice President and it was near my home. We also agreed on the salary ^{\$12000 for 1/3 time} and that he and Al Moseman would explain the proposed Study at the Agricultural Division of the Association of State Universities and Land-Grant Colleges. I talked about this with Dr. Kuhn and took all the necessary material to him. I had to write a proposal for him to start the proceedings with Carnegie. All of this could be gotten out of the way in November while I was in New Zealand.

The next week was very rushed completing the budget and getting ready to leave. Tavernier and Marechall arrived that week. They intended to go on to New Zealand with me. During the few days left until October 24 I finished the speeches, the budget, and the arrangements with Kuhn. We left from Baltimore on October 24 with stop-overs in San Francisco, Hawaii, and Tahiti. In San Francisco we picked up Bill Johnson and at Hawaii Mel Williams joined us. We arrived in Auckland the afternoon of October 30. The details of the trip are fully covered in the New Zealand Journal, 1962.

I returned November 26 and had my first day in the office on the 27th. On top of all my other commitments I now had the New Zealand

from the following: It is noted that the first of the group in

connection with the first of the group in connection with the first of the group in

an expanded edition of the first of the group in connection with the first of the group in

the first of the group in connection with the first of the group in

On October 10 we had the second meeting on the first of the group in connection with the first of the group in

I explained to Jackson that I should have to be absent from

some kind of investigation for the study. He said that he would be

this. I wasn't going to learn about withholding taxes and all that

part of thing. After some discussion I suggested the University of

California since I knew the Vice President and it was near my home. He

was on the salary and that he and Al Housman would explain in

the first of the group in connection with the first of the group in

State Universities and Land-Grant Colleges. I talked about that with

him and took all the necessary material to him. I also wrote a

letter to him to start the process with the University. All of this

was to be taken out of the way in November while I was in the field.

The next week was very tiring and I was very tired and

had to leave. The printer and the printer arrived that week. They

had to go on to New Orleans with me. I had to go to the

with October 20 I finished the speeches, the speeches, and the

transmission with them. We left from California on October 20 with

the first of the group in connection with the first of the group in

the first of the group in connection with the first of the group in

the first of the group in connection with the first of the group in

the first of the group in connection with the first of the group in

I had to leave November 20 and had to leave at that time on the

the first of the group in connection with the first of the group in

Journal to do, the writing for the School Administrators, the preparation for the UN Conference, and the Carnegie Study.

I soon learned that those of us in the higher grades were told that we should contribute \$100 apiece for a Democrat rally. (Later Macy said there was no pressure on civil service people to contribute!!!)

We had had to deal with David Gardner. He simply couldn't do the work. I had had to tell him that he must either apply for retirement on disability or we should be forced to give him an unsatisfactory rating with a recommendation for dismissal. Through the cooperation of his physician and the government physicians he did retire on disability in December. This was a very unpleasant obligation. When Gardner first worked with me as my assistant I appraised him as having the greatest potential of any soil scientist I knew of his age. But several serious physical and phsychological problems develpped including an excess of alcohol.

On December 3 I went out to the University of Maryland to see Dr. Kuhn. He had arranged a temporary office near his and had also arranged for me to interview Mrs. "Flo" Orpwood who turned out to be a great help as secretary and administrative assistant.

On the 5th of December we had another meeting of Joe Robertson's "Board of Education" in the Cosmos Club, and ~~Joe told me that Dr. Robertson had just gone to work.~~

On December 14 Mommy and I left for Toronto. We got there late in the afternoon without our luggage, and with me needing a tuxedo. But it came late that evening. We had a nice dinner meeting that evening. The next morning we had time for some shopping including overshoes and books. I had a luncheon session with some professors

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

I soon learned that most of us in the higher ranks were very busy.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

On December 3 I went out to the University of Toronto to see

Dr. Kuhn. He had arranged a temporary office near the university.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

On the 4th of December we had another meeting of the committee.

... and I was very busy with the administrative work of the program.

On December 14 I went and I left for Toronto. ... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

... and I was very busy with the administrative work of the program.

at Toronto and two from Guelf. I had the lecture in the evening of the 15th. It was snowy and cold.

We returned home the next day which was Sunday.

My first big job on the Carnegie Study was to find an Assistant. I wanted someone in the social sciences and since I felt I knew something about economics I looked for someone in political science or public administration. I was pestered with an unbelievable group of characters applying for the job. This had resulted from a press release put out by the University of Maryland and carried by several magazines and newspapers. I also took out time for a conference with the Dean of Agriculture at Maryland, Dr. G. M. Cairns, and his staff. Then too, I gave my usual lecture to an advanced course in economic research methods, handled for the USDA graduate school by Harry Trelogen, on The two cultures and reading.

On December 21 I finished the New Zealand Journal.

I had telephone conversations and correspondence with Dr. David Knapp about the position on the Study. We made an appointment in my Washington office for January 7 and 8.

By the end of the year I was reasonably caught up in my commitments and prepared to leave for Geneva on Saturday, February 2.

This trip would also include a side-trip to Belgium since I had accepted an invitation from Professor Dr. J. J. Bouchaert, Rector of the University of Ghent to come there on February 16, the date of the founding of the University, to receive an honorary D. Sc.

at Toronto and the University. I had the feeling in the evening of the
1960. It was snowy and cold.

My first big job on the domestic front was to find an apartment.
I wanted someone in the social sciences and since I felt I knew

nothing about economics I looked for someone in political science or
public administration. I was contacted with an unfavourable report of
experience qualifying for the job. This was received from a person whose

and newspapers. I also took out time for a court house right the
Dean of Toronto State at University, Mr. G. W. Cairns, and his staff. Then
too, I gave my usual lecture to an advanced course in economic research
networks, handled for the first time school. I have, however, on
the two crises and results.

On December 21 I finished the new Zealand Journal.
I had telephone conversations and correspondence with Mr. Cairns
knapp about the position on the 23rd. We have an appointment for
Washington office for January 7 and 8.

By the end of the year I was reasonably content up to my responsibilities
and prepared to leave for Geneva on January 8.
This trip would also include a side-trip to Belgium since I had
accepted an invitation from Professor Dr. J. J. Rousseau, Rector of
the University of Liège to come there on January 10, and in the
the University of the University, to receive an honorary D. Sc.

1963.

In making plans for the Geneva conference I had pushed Alexander and Cady to complete and publish the ^{bulletin} on laterite. This was begun in 1951 when Alexander headed a team under MSA for a joint study of laterite in several African areas. MSA had given a little money for the laboratory work and in various ways we were able to make additional studies in both field and laboratory. Happily copies were delivered just in time for me to take them to Geneva.

Dr. David Knapp called at my office after lunch January 7. He spent the night at my home and left a bit before lunch the next day. He was on leave from his position as Dean of Letters and Science at New Hampshire and had a fine post-doctoral fellowship at Harvard. He had been offered a similar position at the University of Oregon at a salary of \$18,000. Yet he was then only 36 years old and a bachelor. In 1960 he had had a Fullbright in Finland to study forest policy. He had received the Ph. D. in political science under Charles Hardin at Chicago. We talked at some length about the whole problem and the general plan. I offered him the position as Associate Director. I explained that I was under no limit on salary. Yet the highest paid dean at the University of Maryland then received \$18,000 and if he could come for \$17,500 it might make relations easier. He agreed to come. Dean Price of Harvard wanted him to stay until June and I wanted him to come March 1. I got quite a good compromise. He came for the first two weeks in March and then broke off definitely from Harvard on the first of April.

... in 1911, when the first ...
... and only to come to the ...
... in 1911 when a ...
... of ... in several ...
... The ... work and ...
... I ... in the ...
... and this ...
... which ...
... a ...
... on leave ...
... and ...
... been ...
... of ...
... in 1913 ...
... has received the ...
... which ...
... General ...
... down at the ...
... could ...
... some ...
... the ...
... on ...

On the evening of January 18 Mommy and I went to the big Democratic "do" at the Armory for which I had paid \$100 for my seat. One of the other "tax payers" in the Service -- Cy Luker-- gave Mommy his ticket. (Although I continued to pay my ^{so-called "voluntary"} Democratic "tax" we didn't want another of those "do's".)

I learned that my paper for the UN meeting had been selected as one of the very few for a plenary session on agriculture which meant that I should need to write a speech of about thirty minutes that would amount to a kind of summary although it couldn't be written to sound like a summary.

As opportunities arose I had short conferences in both offices with knowledgeable people about the agricultural colleges. For nearly three years I was to spend roughly a third of my time on the Study and two-thirds for the USDA. This required careful diaries because many trips and even days had to be split.

Because of the growing interest in soil surveys Mr. Landis and Mr. Kraus of the Bureau of the Budget suggested that I organize and chair an ad hoc technical interagency committee on soil surveys in "urban-fringe areas". (This turned out to be a poor term and later I used instead "areas of rapid growth in industry and population.") The idea was a worthy one. The other agencies could indicate their needs and jointly we could work out a program of needs that everybody understood. This seemed like a good idea. The committee included representatives from the Housing and Home Finance Agency especially, the Federal Housing Administration, the Public Health Service of HEW, and the Bureau of Public Roads. Occasionally some one from the

Forest Service or other agencies sat with us. These conferences were held for about three years. Good progress was made at first and priority maps were developed that were useful. But as time went on it became obvious that E. F. Henry of the Housing and Home Finance Agency hoped to be able to have his own "urban soil survey" within the new department (HUD) that was being talked about. Fortunately we always had someone there from the Bureau of the Budget and they could see what was going on after the first year or so. I never had greater trials on my temper. Although these meetings were to take a lot of time during the next three years they were worth the trouble. Finally Mr. Kraus suggested that we stop them and assured me that we would have only one Soil Survey in the federal government.

I spent January 28 and 29 in Columbus, Ohio. The Soil Survey work there was extremely difficult to administer because of the weakness of Ohio State University in that field and because most of the state funds went to a politically oriented state department of natural resources. Brown, the new state conservationist, was far abler than the former one and he had a promising new state soil scientist, Don McCormack. I also talked with the people at the university and at the state department.

Of course Dean Kottman was interested in the Study. He urged me to look over the reports of the "agri-business" conferences of the last three years. Also it came out in our talks that he just hated the English Department. I urged him to get acquainted with some of the people in their good English Department but I'm afraid that he never did. Also I got a call there from Dr. Martin of Minnesota asking me to help them with their current curriculum study.

On February 2 I left Washington in ~~the~~ dense fog for Geneva to attend a conference -- UN Conference on the Application of Science and Technology for the Benefit of the Less Developed Areas. I had suggested without any result that the speakers be limited to those who had actual successful experience in this kind of work. Had that rule been adopted over 90 percent of the speakers would have been eliminated. The conference gave me an opportunity to meet many old friends and make some new ones. Aubert, Ignatieff, Tavernier, Sir William Slater, Walter Russell, and many others were there.

But the conference really didn't accomplish much. A high proportion of the delegates from the advanced countries had never been in a tropical village and knew nothing of the conditions that the people faced. About 90 percent of the delegates from the less developed countries had been appointed through nepotism and had little interest in agriculture. Especially the British newspapers were very critical.

(For the details of my work at the conference see the Geneva Journal which also includes a brief side trip to Brussels and to the University of Ghent where I received a D. Sc. degree.)

I returned home late February 21 and on Saturday, February 23 I met with the Committee on Educational Policy in Agriculture of the National Research Council, chaired by Dean Darlow of Oklahoma State. When I had accepted the Carnegie grant I didn't know of the committee. It had been promoted by Dean Kottman and others interested in jobs for graduates in agricultural business. They had tried Carnegie and other foundations for funds but failed. Then they had taken the matter up through the Agricultural Board of the National Research Council.

I think they had a small grant from the National Science Foundation. Their secretary was a young man by the name of Geyer who was obviously intending to make a career out of this committee. I had thought it important that David and I keep in close touch with Geyer to avoid criticism of duplication. The membership rotated and was made up chiefly of deans and assistant deans from the colleges with a few outsiders. Most prominent of these was L. E. Partain. He had formerly been in SCS, and when appointed to the committee was with the Curtis Publishing Company. But almost immediately after that appointment he was reinstated in SCS as a "recreational specialist."

Almost ~~immediately~~ the committee suggested that I finance a statistical study of agricultural business. Later I estimated that such a study would cost around \$700,000. I found out afterward that this is what Kottman's group had requested of Carnegie, almost to the dollar. But I told them I would need to think about it and would discuss it later with them.

On February 27 I went to East Lansing. The first evening I had a fine dinner conference chez Dean Cowden. He came down for breakfast with me the next morning. I had several talks with deans, directors, and department heads. Dr. Swenson insisted that I go to the north-central meeting of RICOOP -- Resident Instruction Committee on Policy -- to be held in Fargo in April. I had lunch with him and some of the soils people and visited the library. In addition to all of these conferences the dean had arranged a dinner conference with several department heads and others where I talked to them about our general plans. Someone asked about the time span we were shooting for. I explained that, "I'm thinking about the youngsters just entering primary school now.

...and it is a full report that has been made...

...was a joint committee of the two...

...to make a report out of this committee...

...that I keep in close touch with...

...of duplication. The committee...

...of names and assistant names from the...

...of names was L. S. ...

...and was appointed to the committee...

...company. and I found in addition...

...in as a "recreational activities..."

...almost immediately the committee...

...of the committee. I have...

...such a study would cost about \$50,000...

...this is what we want a group has...

...dollar. but I told them I would...

...discuss it later...

...on February 27 I went to...

...in the conference...

...the next morning...

...department...

...of the...

...of the...

...of the...

...of the...

...of the...

...of the...

...of the...

...of the...

...of the...

Page 10

I hope our material will be read by the bright young instructors and assistant professors who will become department heads and deans."

Cowden spoke up, "They wont if they're smart."

We went then to an evening session of faculty, students, and parents for the annual giving of student awards. Then I received the first plaque for an alumnus. It read as follows: "Outstanding Alumni Award by the students and faculty of the College of Agriculture, Michigan State University in recognition of the honor he has brought to his Alma Mater through outstanding professional and personal achievements." After which I made a short address on the basic educational needs of educated men in relationship to individual curricula.

David Knapp came in early March. We had conferences with Geyer and developed a counter proposal to that of his committee. I pointed out that an accurate statistical study would be very costly and soon out of date. I suggested that we consider having a joint meeting with around 15 or 20 of the leaders of business in order to get their judgment about the future requirements and their ideas of what kind of men would be most useful. Later the details of this were worked out with good success.

David and I also talked with a fellow named Henry S. Brunner in the Office of Education. He was a proud, pure bureaucrat, obviously upset that Carnegie had not asked him to make the study. He had a good fellowship standing with the directors of resident instruction in the agricultural colleges because he was their only link with the Office of Education. We had to use his records although they were poor and mixed up.

I hope our meeting will be a very successful one.

At the same time, we will have a very interesting and useful session.

"I hope you will find it very interesting."

We went then to an evening session of the day, and

participated in the annual giving of student awards. Then, we

participated in an annual. It was as follows:

Annual Award to the students and faculty of the College of Education.

College of Education in recognition of the honor of the year.

to his Alma Mater through outstanding professional and personal

achievements." After which I made a short address on the

educational needs of educated men in relationship to individual

character.

David Mapp came in early. He had some interesting

and developed a counter proposal to that of his committee.

out that an accurate statistical study would be very useful and soon

out of date. I suggested that we consider having a joint meeting

with groups of 15 or 20 of the leaders of churches in order to get their

judgment about the future requirements and the present situation of

men would be very useful. Later the details of this were worked out

with good success.

David and I also talked with a fellow named Henry, a student in

the office of education. He was a very good person, very

that the committee has not yet decided what to do about it.

friendship extended with the director of religious instruction in the

department of religious education as well as the office of

action. We also saw the records of the college and the

Then too, David and I had talks at home and in the office. Jackson of Carnegie joined us for a day.

I had a talk with Thackeray and Anderson of the American Association of State Universities and Land-Grant Colleges. (A little later the word "American" was replaced by the word "National.") Thackeray gave me some books and suggestions. Yet I never did know what he thought of me or the Study. Clearly his first interest was to keep his job.

Dr. R. R. Renne, formerly president of Montana State University, had been appointed Assistant Secretary of Agriculture for Foreign Relations. Some years previously he and I had worked together quite a bit on problems of land economics and I was one of the few people he knew well. So he called me over occasionally for conferences. He asked me for suggestions about his top staff men and I asked him if he knew Dr. Ralph Phillips. He told me that he didn't. I explained that he was then in Geneva winding up the agricultural part of the UN conference. I urged him not to make a decision until Ralph came back because I could think of no one who could help him so effectively. Later Phillips came back and was appointed.

This was the season for garden lectures and I made several talks about colleges.

On March 20 I had a meeting with our cartographic heads and left that evening for Chicago to meet with the directors and principal correlators in advance of the National Soil Survey Work Planning Conference. This earlier meeting gave opportunities for the principal correlators

... too, as in the case of the ...

... joined us for a ...

... and a ... and ...

... and ...

... was replaced by the word "national".

... and ...

... of ...

...

...

... had been appointed Assistant Secretary of ...

... some years previously he had ...

... on ... and I was one of the ...

... so he called on me occasionally ...

... the ...

... he told me ...

... he was then in Geneva ...

... I never had not to make a ...

... I could think of no one who could help him ...

... came back and was ...

... This was the season for ...

...

... On March 20 I had a ...

... and ...

... in advance of the ...

... for the ...

1451-
to point out their main problems, which were many, and also for Dr. Smith to get their ideas on classification. Unhappily, Senate appropriation hearings came on Monday, March 25 so I took the train to Washington Sunday evening and attended the hearings. They went very well but the secretary of that committee was for some reason opposed to work near the cities and he got the senators to ask for an enormous amount of information about soil surveys. I spent a little time in the office to explain how this should be done and took the evening train back to Chicago. We had some good sessions on this whole problem of planning in areas of population expansion. I outlined the principal problems before us and summarized the conference near the end. I was back in my office again April 1.

About April 1 Assistant Secretary Robertson talked with me about a top officer in science and education whether the Department's request for an Assistant Secretary of Science was passed by the Congress or not. I realized that this was going to be difficult. For several reasons scientific work in agriculture, especially in the USDA had fared badly since World War II. Previously important federal funds had been given the Department and the ~~ex~~periment stations, whereas few other fields had such federal support. Because of this priveleged position many of the agricultural scientists had not really joined the scientific fraternity. It had been almost impossible to organize good programs under the AAAS since agricultural scientists had their own coordinating mechanism. Few agricultural scientists took much interest in the National Research Council. Parly this was because the National Academy of Science had not revised their lists of sciences since the founding of the Academy by President Lincoln. No scientist, however talented

and productive in agricultural science and research was eligible for the Academy. The few exceptions were those that were primarily chemists, botanists, zoologists, or geologists. Yet the accomplishments of agricultural scientists had been enormous. To solve problems they had to engage in basic research and thus had contributed enormously to the basic principles in several fields.

But a drastic change came in the late 1930's with the funding of NIH, NSF, AEC, and defense, followed later by the space agencies. These agencies had enormous federal funds for research grants to universities way beyond anything in agriculture.

During the lean years and the war years the scientific affairs of the country were really run by about 25 or 30 people. They ran the Academy, NSF, AAAS, and the advisory grant committees. Further, they continued to do so for a long time into the 1960's. They received enormous support from the universities and the big corporations that benefited. The Academy itself began to elect as members and officers the highly articulate, especially in the "pure science" field. The President's science advisor was selected by the Establishment. This officer brought enormous pressure on the Department to discontinue its "piddling and applied" research and go into "pure science." Thus agricultural research had a false image, far from the facts, made worse by incompetent administration under Secretary Benson. (But it was no better under Freeman.)

Then too, Byron T. Shaw became administrator of research in the USDA almost by accident. He had been a very narrow specialist and was promoted to Assistant Administrator under Lambert and continued under Cardon. When Cardon left he took the easy way and Shaw was promoted.

2055-
He set out to make ARS a consolidated unit and in the process wiped out the old internationally famous bureaus but was unable to develop a good substitute organization. Morale and prestige declined and the USDA lost some of its best people.

No doubt Shaw had good intentions but he used extremely poor judgment in organization and in several key appointments. On top of this, Freeman knew nothing about agricultural science and cared less. Welch, the Assistant Secretary had done nothing.

To get back to the talk with Robertson. He showed me a list of names including Meyers of Minnesota and Russell of Illinois. All of the people on his list were receiving more salary than USDA would pay. I pointed out to him that the best candidate would be Dr. A. H. Moseman. Then he asked me, "Didn't Moseman and Shaw have a strong difference of view that led to Moseman's leaving the USDA?" I replied, "That is true. Shaw was entirely wrong and Moseman was right. Shaw had gotten the Republicans to endorse a poor scheme." Then he asked, "Wouldn't there tend to be recriminations?" I said, "No. I think Shaw now knows he was wrong; but anyway both men are gentlemen."

A little later I decided that he had had Moseman on his list all the time and that after checking with me Moseman had been offered the job and had decided to come for three months.

Curiously, when we had a "Board of Education" meeting at the Cosmos Club April 11, Robertson told me that Moseman had come and that his appointment had been suggested by Dr. Wiesner, the President's science advisor!

During the rest of April and May I had several talks in depth with Moseman. He had quickly decided that he didn't want to stay and make all the necessary changes to undo the harm that Shaw had done.

and out to sea, a small boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

and the boat was sent in to pick up the

Also in April I was again asked to figure out a program for a small group to visit the Soviet Union to make a further check on their progress in soil mananement which had been requested by the Secretary. This was a troublesome meeting because it was suggested that Volin go along while he was in the room. I strongly objected because I knew from the CIA that the Soviets hated him. Also I knew that he was a professional Russian Hater. (Later he greatly misled the Secretary in the briefing I heard him give him before he left on his unproductive trip to the USSR.) Actually we got a good team of Bill Johnson, Frank Viets, and M. L. Upshurch. But they didn't go until 1964.

The Secretary continued the pressure to employ more Negroes regardless of law and Civil Service regulations. Except for the Soil Survey, the Service had essentially excluded them. The agencies were given "quotas", which was bad. They had to appoint unqualified people.

April 16 I attended the north central RICOOP meeting at Fargo, North Dakota. Many of the men were worried about low student numbers and didn't realize that this was because of poor unchallenging curricula and lack of information in high schools of the offerings and opportunities in colleges of agriculture. Nearly all of these men were highly frustrated. They could not tell department heads what they must do; only the dean can do that. Few of them had any professional standing of their own. Yet every complaint about teaching landed on their desks.

On the return I stopped for a little over a day at the University of Minnesota and had a lively seminar with their committee on curriculum in agriculture, which was chaired by Dr. Martin, head of the soils department. Near the end, Skuli Rutford, Director of Extension, asked me to talk a little about extension. He had been there the whole time

and listened to the talk about broadening the concept of agriculture. He said, "We're all very busy; in fact I've got to go out on some of your work tonight. I'm going to a meeting for the organization of a soil conservation district." "And, of course," I said, "you are taking along with you one of the professors of your fine department of political science." He blushed deeply and said that he wasn't. This was a typical example of broad talking and narrow doing.

The next day I spent in our state office explaining in detail what was involved in financing and carrying out soil surveys near the cities. We had a good seminar.

Near the end of April I had a fine conference on the Study with ECOP -- the Extension Committee on Policy. When the Study was first announced work got around somehow that I had it in for extension. Fortunately my friends in the colleges knew better.

It was on April 28 that I received a promotion in USDA to GS-17 and deputy administrator.

Of course now that David Knapp was with me regularly he was also meeting with various groups. In fact he met with considerably more than I did.

In early May Al Moseman came over with a list of names who might be recommended to take the job of Director for Science and Education permanently. He had the same old tired list that Robertson had given me. So I told him that he had left off the best candidate. He asked, "Who's that?" I told him about Nyle Brady of New York. His response was immediate; "That's right I don't know why I forgot him." He made this recommendation to the Secretary which prompted Robertson to ask me about his politics. This gave me a chance to tell him about Dr. Brady

but I had to admit that well as I knew him I had no idea how he was registered, but that he was a liberal. Later Dr. Moseman told me that the Secretary would call Brady to come for an appointment and that Moseman felt he would probably call me, which he did. I explained the position and urged that he come for a talk. As I recall the follow up after these telephone calls was some time later since the Secretary hoped to get Moseman to change his mind. I had assured Robertson that Moseman would not, nor did he.

I had been invited early in the year to go to Pennsylvania State University to speak on the outlook for agricultural colleges. I had been asked to bring Mrs. K. with me so we drove up on May 10. We went to the Nitney Inn. No one from the University was there or called. We had our lunch in the Inn and still nobody called. Finally I called the man with whom I had had correspondence, Patton, and he said, "Oh you're there? I'll be right over." Mommy had the afternoon to rest! Patton showed me a little of the work in dairy industry and then took me to meet Associate Dean Farrel and the Assistant Director of the station, Fortmann. They told me that we had a little time before the lecture and asked me what I would most like to see. I told them that I should like to see their most important piece of research. Then they insisted that I should see a new soil map of Pennsylvania made by a no-good soil scientist named Higbee! The map was pretty but absolutely worthless. It had no legend nor any descriptions of the brightly colored units.

The lecture was very well attended. I talked about the image of agriculture and the changing missions of the colleges. At the

very end I assigned them some homework: To write out on one page why we needed colleges of agriculture. This should explain what a student got in a college of agriculture that he couldn't get in a first-class college of arts and sciences.

That evening Mommy went with me to the home of Dr. Matelski where we met members of the "Agronomy" Department and their wives. Dr. Sprague and his staff were terribly depressed over reorganization. Had I been president they would have had a worse time. That group was without scholarship, drive, or imagination.

On May 14 Noble Clark came and he and David and I had long talks about the Study and what he might do to help. He was then retired. For some reason Mrs. Orpwood took a violent dislike to him. But I had always liked Clark. We made arrangements for him to visit several of the non-land-grant colleges of agriculture and to make some studies in a few counties. He went to the banker, the implement dealer, and the county agent at the county seat and got the names of the young men under 37 years old who were managing commercial farms. These he interviewed. He did a good job with this. It showed what a very bad job vocational agriculture was doing and how poorly the colleges of agriculture were communicating with the bright high school boys and girls. But it turned out during the next year and a half that Clark was a bit hard to handle. He visited some colleges that I hadn't asked him to. After a moderate admonishment I came to the office one day knowing that something was up from the looks on the faces of Mrs. Orpwood and David. There was a report from Clark that contained one or two unauthorized visits and plans for some more.

... and ... to ...
... ..
... ..
... ..

... ..
... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..
... ..
... ..
... ..

... ..
... ..
... ..
... ..

... ..
... ..

When I had read it David said, "Now I want to see how an experienced high-level administrator deals with such things!" So I sent Mr. Clark a very clear letter as to what he was authorized to do and what not. Expenses and honoraria would not be approved for any time or travel except for specific visits approved in writing in advance. Clark understood this. We had no more trouble and he was very helpful.

May 20 to 22 inclusive Dr. Knapp and I visited North Carolina State at Raleigh together in order to examine all aspects of the college program. After that I wanted him to visit several and I hoped that this joint visit would serve as a good training session. Actually it worked out very well. Dean James was on our advisory committee and had things lined up perfectly for us. ^{1/}

On May 27 Trach of the World Soil Group went to Alaska for a three-month study of soils for defense ~~terrain~~ intelligence.

Beginning June 2 and running for a bit over a week the US served as host to an international FAO conference on food. This was a bit of an anti-climax coming as it did after the USDA World Food Conference the previous year and especially after the big UN conference in Geneva in February, 1963. FAO gave each member a large summary of the agricultural part of the Geneva conference. I had good talks with Sir William Slater and others who attend such affairs. I made only a few remarks but sent in several memoranda, which I think undid part of the harm that Parker had done with his emphasis on fertilizers alone.

^{1/} Since the interviews at the colleges were very long and detailed and since the final results are synthesized in The College of Agriculture: Science in the Public Service they are not duplicated in this Journal.

Also I was able to block the continual proposal of a man named Christian from Australia for a big FAO training program on land use and so-called integrated surveys, which I was sure would not help in the planning of farming systems. The Dutch had a good center on water and on photogrammetry. Ghent had one on soils for young men from overseas.

The final results of the conference were not too bad. Both the Secretary and Mrs. Freeman made a fine impression on the foreign delegates. He attended the plenary sessions and spoke well and she arranged tours for the ladies and some for both men and women.

On June 3 Fred Jackson came and both Dr. Knapp and I had a good conference with him.

About this time Don Williams reported on a quick trip to Turkey to explain soil conservation.

During the summer my time was fully occupied. I had many conferences with foreign visitors and with my friends from the colleges about the Study and about their own internal problems. Then too, I gave talks about gardens and the like as usual.

I had accepted an invitation to attend a large seminar of presidents, provosts, deans, and directors concerned with agricultural colleges at Ft. Collins between June 16 and 19. Since I was a guest I took very little part in the seminar myself. Afterward one of the participants remarked to Dr. Knapp: "Dr. Kellogg was there for the whole session. He didn't say anything but wrote furiously." Some of it was quite good and some of it brought out to me quite clearly the reasons for their poor image that worried them so much.

Many were more interested in correcting the image than they were in finding ways to upgrade their staffs and curricula to challenge

good students. For example, Watts of Colorado said that, "The land-grant university is a university in the broadest sense of the word." These men have told one another such things for so long that they may actually believe them. The notes on this long seminar were especially helpful in guiding the rest of the Study.

About June 25 Rourke of the World Soil group went to England for a short trip on terrain intelligence.

On June 28 I met again with Dr. Darlow's Committee at the NRC and we and we agreed on having the joint conference in a few months.

The next day David Knapp and I reviewed what we were doing and made plans for the future.

That summer my son Robert L. Kellogg took an assignment to teach summer school at Ohio State. At my suggestion he called on Dean Kottman and wrote a most interesting letter about his impressions. Apparently the English Department hates Dean Kottman as much or more than he does them. They think of themselves as an island of liberalism and culture in a sea of reaction. Robert wrote that Dean Kottman was interested in the Study. He was concerned about what we might report rather than how it might be helpful to improve the work at Ohio State.

On July 16 David and I had a meeting in Chicago at the Farm Foundation with about one-half of our Advisory Board -- Russell, Schultz, Bradfield, Clark, Jensen, and Andrews, as I recall. We were both disappointed. Russell somehow got off the track and Jensen was real cross. I think two things combined to bother him. For one, the legislature had made a drastic cut in their appropriations because the voters had refused to endorse a referendum for an increase in taxes. (For some reason Oregon is unfriendly to industry and has a low tax

base.) Then too, I learned later that when my strictly confidential advanced statement of a year earlier to Carnegie was sent by me to Board members due to some mistake it was circulated and embarrassed him. Yet we got some ideas out of the meeting.

After the meeting Dr. Knapp went to Wyoming and I went to Cornell. This was a profitable visit. Here again I found a war between the English department and the director of resident instruction. I found that the agricultural education department had a very poor curriculum with no depth at all. They told me the state required it. Later, David wrote to the people in the state department of education and found that this was not true. Then too, the administrative and business arrangements there are extremely difficult. The college of agriculture, home economics, business administration, and one other were a part of the State University of New York with one set of rules and the rest of the university was privately endowed and had a different set of rules. For each course in mathematics, English, chemistry and so on taken by an agricultural student, the College of Agriculture paid the College of Arts and Sciences. On top of that the relations between the two presidents, the one at Cornell and the one at Albany, were not good. To the outsider looking at the charts, the whole set up was hopeless. Still it worked.

With all these jobs and the extras I was beginning to get quite tired.

Early the morning of July 31 Brady came in and talked with me about the position as Assistant Secretary for Science and Education. We both agreed that he and I should not be seen together very much so that

it didn't compromise his position with Shaw and the others.

On August 6 Brady called that he had agreed to take the job beginning November 25. He had already promised Cornell University to go to the Philippines and he was president of the Soil Science Society of America which was meeting in Denver in the middle of November.

In 1963 Frank Carlisle had a short visit in Rome with FAO. Several of Orvedal's boys were out of the country for a time on defense intelligence.

For some time we had had strong demands to send several soil scientists to Brazil to make soil surveys. I strongly objected to this because I knew that unless they had well trained Brazilians to continue the work and to interpret it, the surveys would never be used. We insisted with AID that we could send some experienced young men to train people in Brazil. Finally this was tentatively agreed to and we arranged for Hockensmith to go down for a visit during October and November.

August 19 to 23 we had the state conservationists meeting in Salt Lake City. It didn't seem to go too well. Mr. Williams was very dogmatic and petulant. Then too, many of the men had their wives with them. I had a lot of discussion with the state conservationists about the poor balance in the Soil Survey. Funds for field work were increasing rapidly without corresponding increases for the laboratory, correlation, cartographic, editing, and printing. This explained their worries about delays in publication.

The meeting about Baker's program for rural-area development showed that each one was primarily concerned with his own bureaucratic advantage. Several of the state conservationists said that the program would go all right except that the county agents were dragging

1045

their feet. At the Ft. Collins meeting the extension directors had told me that the SCS conservationists were dragging their feet. Actually neither group ^{could} ~~were~~ doing so. Most of both groups had had little training in economics and they didn't know what the program was all about. Nor could they read usefully anything about economics.

Bus Lloyd just raised^d hell to Don Williams about Aandahl's suggestions to him. He pulled statements out of context, some of which were not entirely clear. This set us back in North Dakota and it took Williams another year or two to get on to him.

The evening of August 23 I went to Logan and talked with Dr. Thorne and others about their work at the college.

August 25 to 28 there was a meeting of the Soil Conservation Society. My speech on Planning Soil Use for Both Individual and Public Goals went over very well indeed. Just before leaving Logan I had an interesting conference with some of the faculty in the office of the vice president. A professor of English there went on at some length about the high schools in the state. I asked him how many high schools he visited in a year. It turned out that he had never visited a one. This was the trouble with many of our college people; they did not know the ^{conditions} in their states ^{nor} ~~not~~ what boys and girls were interested in doing. When we went out the vice president called me back alone and asked my opinion about combining the departments of economics and of agricultural economics. I urged him to do so.

On August 28 I was driven in an SCS car to Pocatello, Idaho. The next day the soil scientists of the SCS in Idaho and some of the

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

... the ... of the ...

other staff met at the local college. I reviewed all of our principal functions in the Soil Survey and our problems and opportunities, with emphasis on self-directed study.

September 4 we had a meeting in Chicago for one day of the committee working on the conservation book for the American Association of School Administrators.

On September 16 David and I had a meeting in Washington of the other half of our Advisory Board -- Aldrich, Cardon, Miller, James, Colvord, Patchford, and Moseman, as I recall. This meeting was extremely good and very helpful. It was very difficult to rationalize the great contrast between this one and the earlier one in Chicago.

About the middle of September I had a long conference with Assistant Secretary Robertson about the image of agriculture and the growing problems of relationships between the Department and the agricultural colleges. (These are outlined in the book on the colleges.) I went on to urge him to explain this to the Secretary. I gave him an unsigned prompter's memo. Since I had been impressed by the Secretary's behavior at the food conference, I told him that I hoped the Secretary would invite a group of people, all prominent in the Association of State Universities and Land-Grant Colleges, for a confidential off-the-record discussion. No formal agenda or note taking would be necessary. What was worth remembering could be remembered. Had this been done the Secretary could have saved himself much embarrassment later. But it wasn't.

During September I had a lot of work to do to complete an article on The World Food Potential that I had promised for the 1964 Yearbook.

in the field as a local college. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

It is a very good one. It is a very good one.

One day Dr. Renne called me in and explained that he needed a good sound man who could advise him on the many agricultural proposals from the UN Special Fund and from AID. He told me that he had met some of the men in South America and was favorably impressed with Matt Drosdoff. I gave him quite a lecture on Matt's great talents and urged his appointment primarily to get him out of Viet Nam where things were getting hot. This took some time because AID didn't want to release him. But eventually they did and Matt was appointed Administrator of the International Agricultural Development Service. When Matt came I told him why I had recommended him and that he shouldn't stay there very long because he could perform a more valuable role as a soil scientist.

October 23-25 I spent in the study of the agricultural college at Oklahoma State University. This college was tremendously dominated by the old-fashioned animal husbandry. Nearly all of the principal officers including the president, dean, experiment station director, and several board members were livestock men. I liked Dean Darlow but he enormously underestimated his students. Assistant Dean Randall Jones arranged for me to meet and talk with a group of some 35 or 40 students. Dean Darlow had objected to requiring calculus of all agricultural students. He went with me to meet the students and said to me, "Now you ask them whatever questions you like." First I talked with them about mathematics as a cultural subject and briefly traced the parallels among religion, architecture, mathematics, and science in the Greek, Arabian, and Western cultures. Then I asked "How many students here have had the calculus?" One boy raised his hand. He explained that he wanted to take biochemistry. Then I

asked the students how many thought the calculus should be required in the agricultural curricula? Over 75 percent raised their hands and I thought Dean Darlow would faint. In the Study I found many deans similarly far behind their students.

I attended a lecture in sophomore soils on soil textural class. It was simply awful and contained nothing that had been learned since 1900. Most of what the professor said was wrong. Later I attended a junior agricultural economics lecture which was first class. Also this university had one of the best college librarians I had ever met. So I found everything from extremely poor to quite good. I gave an evening lecture to a large group of faculty and students on the opportunities and needs of undergraduate teaching.

Based on the studies we were making, Dr. Knapp and I began to develop an outline for our final report. We had many dialogues and made many attempts and revisions.

Late in October I met with the Advisory Committee for the USDA Library. They were a good group and I got some fine ideas.

Early in November I had another in the series of conferences with representatives of other agencies about planning soil surveys in areas of rapid population increase. These were pretty tough.

Sunday, November 10 David and I went to the meetings of the American Association of State Universities and Land-Grant Colleges in Chicago. This gave me a chance to have many side conferences during odd moments and meal times with several of the leaders. Also I was scheduled to speak to the agricultural division on A Study of American Colleges of Agriculture: A Progress Report. There were

three lectures for the afternoon session. After the first of these and just before I was to speak, Dr. Spielman asked for a few moments to explain several items that were to come before the Senate of the Association. One of these was roughly as follows: "We are concerned that the Carnegie study of the agricultural colleges is not proceeding along the lines originally intended." This was quite a shock, and not only to me. Dr. Baldwin of Wisconsin, a fine old scholar and gentleman, was sitting by me on the platform. I asked him, "What do you make of this?" He gave me this wonderful reply, "Young man don't you think that at least one member of the Executive Committee thinks that he should have been asked to head this study? Now you go right ahead. These people have had a hundred years and many opportunities to make such an essential study and they haven't done a thing."

In about three minutes I was introduced. Obviously most people wondered what my reaction would be. I said simply, "I'm very happy that the Executive Committee is interested in our Study." And then went ahead with my speech as if nothing whatever had happened. I had a fine reception and couldn't help but observe that when I finished several of the most influential deans and directors got up and left.

When the session was over I talked with David who was angry and disturbed, which I wasn't. So I had a long talk with him about bureaucratic politics and explained to him that I was an old hand at this sort of thing, which probably had something to do with Carnegie inviting me in the first place.

I ran into President Jensen of Oregon and had a little chat with him. He was in a foul temper and I feel sure he was the

fellow that was behind this silly statement about the Study. David and I listened carefully later to the report of the Senate and nothing was said about the Study. The deans and directors had ~~done~~ their job. Scores of people complimented me on the report and especially about my ignoring the "introduction."

The afternoon of November 13 I checked out of the hotel and took the train to Purdue University. Just as I checked out I had an "urgent" message to call Assistant Secretary Robertson. I called but he wasn't in, so I told his secretary that I would call from Purdue the next morning at 9:30.

The next morning I called Robertson. He was terribly upset. Brady had indicated that he might not come since the Department had not gotten out of Congress the authorization for an Assistant Secretary for Science and Education. He was mad and in one of his cursing moods. He gave me Brady's telephone number where he was staying with his brother in a little town near Denver. So I agreed to call him in the evening.

For some time I had had a rather poor opinion of Purdue from experiences in the early days, from their rather shallow work in the Cooperative Soil Survey, and from the poor leadership of the "Agronomy" Department. It became a bit obvious that the people at Purdue had expected a rough time from me. It turned out the Associate Dean for Resident Instruction -- Mr. V. C. Freeman -- was about the best man for the job I had met. I met with several student groups on the campus and in the fraternities. They were very good. And so were most of the department heads.

One noon Freeman, Andrews, Volk, director of the experiment station; Diesslin, director of extension; and I had lunch together. At one point Andrews said to me, "Your report must point out those colleges that aren't doing a good job and say frankly that they should get out of the business." I replied, "Fred, that's the second time you've told me that. Perhaps I'm older than you or more conservative, but there will be no such statement in my report. I allowed myself to be persuaded to add this onerous job to an already heavy schedule only because it was said that I could help the colleges. If I pointed out that a few were doing badly, as you suggest, that very statement would be used against Purdue and the other good ones. Many people think that the land-grant colleges of agriculture are all alike."

I could see about three tons roll off the shoulders of the others. Shortly after the luncheon broke up Freeman suggested that we visit Dr. Butts, the dean, who was home ill following a serious operation. He had just called Mrs. Butts and she had said it was all right. Shortly after we got there Dean Butts started fencing around about what I might report. Freeman interrupted, "Dean Butts this man is approaching his study in an objective and constructive way. You have nothing to worry about." So then we had a nice conference.

During my second evening at Purdue I called Brady and got him almost by accident since there were about ten Bradys in the little Mormon town. He read me a long letter he had just composed. I told him that if he felt that way OK. I explained how the timber interests had blocked the bill for the Assistant Secretaryship by insisting that first consideration should be given to one in forestry. I explained that his authority as "director" would be just the same.

I told him that word had gotten out, apparently through Wiesner's office, that he was coming and for him to pull out now would embarrass the Secretary enormously. I urged him to go over his letter and then to call Robertson the next morning and read it to him.

The next morning I called Robertson and told him that he could expect the call. When I returned the following week I called Robertson and he told me that everything was OK. He said, "Why wouldn't he believe us? Doesn't he know that the Secretary would be castrated before going back on his word etc. etc." I explained that I had told Brady this in less colorful ways but that I was the only one in the Department that he knew real well. The previous Secretary, at least, had not hesitated to violate his word.

The afternoon of November 21 I went to North Carolina State University at Raleigh for a meeting of the Advisory Board of their Agricultural Policy Institute on November 22. Fortunately we had moved right along and had most things finished when word was received about 2:30 P.M. of President Kennedy's murder in Dallas. Everyone was so shocked that we closed up and I got the first plane that I could back to Washington.

The next day was Saturday and we spent much of the time during the afternoon watching the TV reports and the taking of the President's body to Capitol Hill. Speculation was enormous. The Birchites, the Communists, and the Dixiecrats had stirred up so much hate and violence that no one knew what to believe. On Sunday afternoon millions of people actually saw the murder of Kennedy's assassin on

their TV screens. The stupidity, carelessness, and ineptness of the Dallas police reminded one of a gothic horror story of murder and violence without reason. On Monday we watched the funeral -- a most remarkable pageant with all the combined protocol of international diplomacy, the military, and the Catholic Church with Mrs. Jacqueline Kennedy and her children as the central figures. It was a sad, sad day.

After dinner on Thanksgiving Day I left for Chicago and the next day addressed a meeting of the American Society of Animal Science. I had taken on this job at the urgent request of Dr. O. G. Bentley then dean of agriculture in South Dakota. Dean Kottman spoke before me. I couldn't help but notice that he left his prepared speech in the chair and rambled a bit. I didn't know what he had in the speech but whatever it was he didn't want me to comment on it. I talked on Goals of the State Agricultural Colleges. To begin I had a little fun. I mentioned briefly the remarkable progress in animal science through their interdisciplinary research in biochemistry, genetics, and nutrition. I cited the results in poultry, swine, and dairy cattle. "But," I said, "as a layman in this field I need your help. I am unable to rationalize this enormous development through basic science with the emphasis some of you still put on the old-fashioned stock judging." About two-thirds of them threw up their hands and roared while the other one-third sat scowling with folded arms.

Dr. Brady entered on duty as Director of Science and Education on December 2.

David Knapp and I had a great deal of correspondence and many joint meetings to pick out the people to take part in the seminar

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

on opportunities in business for graduates of agricultural colleges. Most of the planning was done by Geyer and Knapp. I had composed and signed most of the letters to the people being invited. As I recall all but one ~~came~~ and he was ill. Arrangements had been made for a court stenographer to record all the formal conversation.

We each had present some members of our respective committees so that we had several deans. A list of participants follows:

From Business:

BEARD, David, Waterman -- Loomis Seed Co.
BRUSH, F. Raymond, American Association of Nurseymen
BUCK, George S. Jr., National Cotton Council of America
COLEMAN, Russell, The Sulphur Institute
GLENNON, W. E., The American Feed Manufacturers Association
GORDON, Howard H., Southern States Cooperative
HOLM, Fenton W., Corn Products Co.
HOUGHTON, Chalm G., American Meat Institute
KELLOGG, Lester S., Deere and Co.
KRISTER, C. J., The DuPont Company
MAHONEY, C. H., National Canners Association
PETERSON, Ervin L., Milk Industry Foundation
SNYDER, Harold, Arkansas Valley Industries

From the Study:

KELLOGG, Charles E.
KNAPP, David C.
JAMES, H. B., Dean of Agriculture, North Carolina State

From the Committee on Educational Policy in Agriculture:

DARLOW, A. E., Dean, Oklahoma State University
ALDRICH, Daniel G., Jr., Chancellor, University of California
FERGUSON, G. R., Geigy Agricultural Chemicals
GRIES, George A., University of Arizona
PARTAIN, Lloyd, SCS
GEYER, R. E., National Academy of Sciences -- National Research Council
SWENSON, R. M., Assistant Dean of Agriculture, Michigan State
GRIFFIN, Westervelt, Assistant Dean of Agriculture, Rutgers University

Also:

NORMAN, A. G., National Research Council
PAULSON, R. E., National Science Foundation

... ..

... ..

... ..

... ..

... ..

... ..

... ..

...

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

We had agreed that the report of the proceedings would be strictly confidential. It was a veritable mine of information. In addition to the formal meetings we had luncheon together on December 6 and 7 and dinner together December 6. Our outside participants were very gracious and insisted that they learned more than we did. It was a hard two days because Dean Darlow insisted that I chair the meetings. I presume I got more out of it this way since I had no occasion to relax. Later Geyer and Knapp fixed up a brief summary that Geyer included in the report of his group.

I was in Knoxville December 10 and 11 for a Sigma Xi lecture on The Changing Role of the Land-Grant University. It was only moderately successful because of the very poor room. The acoustics were bad. But the next day I had a lot of fun with a speech on agriculture and its image at a luncheon meeting of people from USDA and the University of Tennessee.

December, 1963 was very crowded with papers to write and local speeches to make.

On December 19 I gave a luncheon address before the top staff of the Bureau of Public Roads on How to Keep a Staff Alert. I brought up various devices to use in encouraging people to read in depth in their own profession and broadly in other fields. Then I pointed out at the end that by far the most effective way was for the staff leader to set an example himself.

That same afternoon Dr. Brady came to our home for the night. That evening and the next morning we had long dialogues about the problems he was facing. As time went on we had a few other such meetings and week-end telephone conversations.

Don Williams was very sticky about recognizing an obvious fact that the Soil Survey was basically a research activity. This had made, over the years, a good deal of trouble since the universities all included it as a part of their research program and since the information units of the libraries did also. Each year I had to make reports for the various federal information retrieval services. In the beginning we had sorted out only the most basic research for inclusion under the vague title, "Soil Survey Investigations." I think several reasons were in his mind. It is harder to get funds for research from the appropriations committees than it is for "conservation operations." At the start I insisted that the basic research plans be handled like those in ARS even though they weren't filed there. Yet somewhat over a year previously Shaw rather insisted that these be filed in the central office as was done with the research in Forest Service and other agencies. This was done. This automatically made me a member of the Research Council of the USDA. I think that Mr. Williams didn't like this especially after Brady came. Without any discussion with me he wrote a memo to Carl Dorn^y insisting that he write a memo for Williams signature to Shaw, "....stating that soil survey is an integral part of Soil Conservation field operations and that we want no part of it to be segregated and classified as research." Dorn^y ^otlked with me about it. But we had no recourse. I explained it to Brady and let it go.

December 29 and 30 I attended a meeting of Section O of the AAAS in Cleveland. Al Moseman had developed a program on technical assistance in agriculture. As tired and busy as I was I don't think I would have

...the

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

attended had anyone except Moseman asked me. At his request I spoke on Interactions and Agricultural Research in the Emerging Nations.

Al had arranged a very fine session. All of the speakers and most in the audience had had at least some experience in this work, which made the debates very useful. (The proceedings were published as Agricultural Sciences for the Developing Nations (Publication Number 76) by the AAAS 1964)

Thus ended a terribly busy year.

1964.

Early in January I learned that in addition to the arthritis and high uric acid in my blood, I had a mild case of diabetes. Over the next several weeks I had to reduce my weight by 20 pounds.

I did much writing and talking with people about the Study, our Soil Survey programs, and agricultural development in the undeveloped countries. David and I were writing a long annotated outline as a sort of rough draft for a report. We were obtaining so much new material and crystalizing our ideas that we had to have a detailed outline in order to sort them out.

On January 21 Dr. Drosdoff came back from Viet Nam to his new job as Administrator, International Agricultural Development Service. I urged him not to get too set in this position because he really should get back into soil science as soon as a good opportunity came. ^P On January 27 I went to Seattle for a meeting of the Western States Regional Soil Survey Work Planning Conference. On the whole the meeting went well. I listened to many suggestions and, of course, quite a few gripes. I gave an open evening lecture on new opportunities for community development. The conference produced several excellent committee reports especially on organic soils, shaped soils, and soil surveys for use in areas of expanding population. On January 30 I gave a thirty-minute talk for the local TV station.

On January 31 I went by car from Seattle to Corvallis, Oregon for an inspection of the College of Agriculture at Oregon State University. On Sunday February 2 I had good talks with several of the people working in soil science. The next day I listened to several lectures at the college and had many conferences. As usual, few agricultural students were taking advanced courses in English. I was

especially impressed there with animal science and with food science and technology. Oregon had a state scheme for continuing education that could muddy the water a bit if the university moved into general extension. We had a long and interesting seminar on undergraduate teaching. The president, Dr. J. H. Jensen, was in a much better mood than formerly. We had a good discussion at lunch about the administrative problems of such a university.

I returned to my busy USDA office February 7 for conferences with Ignatieff and Drosdoff. Ignatieff came home with me and we had good talks all day Saturday. He left on Sunday and I got a chance to do a little work before going to College Station, Texas the following Monday, February 10, for a meeting of the Southern Regional Soil Survey Work Planning Conference and an inspection of Texas A. and M. I had a conference with Dean Patterson and agreed to give a lecture to the students and faculty the evening of February 12 on The Changing Role of the Land-Grant University.

The Soil Survey conference went fairly well. Mr. C. W. Tipps gave an excellent lecture on the corrosion of metal pipes in relation to the soils. I gave my usual talk to help bring our men up to date with present problems and opportunities. The committee reports were good and we finished about noon February 15.

I spent the next few days in conference with professors and other staff people for the Study. Dean Patterson was having quite a problem in trying to get extension coordinated within subject matter departments. The extension director J. E. Hutchinson, was quite an eager beaver. Most of his training had been in "education." The situation would have been enormously better had the dean been also extension director.

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

During my stay on the campus Roy Hockensmith called about rumors of a new scheme of SCS reorganization that would be very costly to the Soil Survey.

I returned to the office February 19 and first had a seminar on the Study with the staff of the Economic Research Service.

The next day I had talks with Williams and Dykes separately, about this unhappy reorganization scheme. It soon became apparent that Williams had cooked this thing up and was not about to consider any suggestions whatever, regardless of how reasonable they were. I felt sure even then that it had been approved in the Secretary's Office. By looking at the organization chart alone it would appear to save money. The Washington office regional specialists were not all located in the same places except for Lincoln. The scheme would establish four primary centers: (1) Upper Darby, Pennsylvania, (2) Ft. Worth, Texas, (3) Lincoln, Nebraska, and (4) Portland, Oregon. We had worked very hard to get states grouped into five units according to broad soil regions. This unhappy new scheme put one southern state, Virginia, and one Midwest state with the New England group. Ft. Worth would have a range from the deserts of the southwest to the tropics in Puerto Rico. The Great Plains states were split among Portland, Ft. Worth, and Lincoln. Lincoln would have most of the corn belt and the upper lake states with which none of the staff had ^{had} experience. Alaska was grouped along with Hawaii in the Portland group, whereas all its similarities were with the upper lake states. This scheme enormously increased the number of soil series that each principal soil correlator would have to deal with. Yet the typical examples of a high percentage of them would

lie outside of their areas. This grouping was little better than that one would have by simply grouping the states alphabetically by their names. Of course Mr. Dykes and I were much opposed to this. We suggested a far better and cheaper organization as follows: (1) A Beltsville office for the southeastern, ~~the~~ northeastern, and the cornbelt states, including Alaska; (2) a Great Plains grouping at Lincoln and (3) a western grouping in the Berkeley area. This would greatly reduce office space and communications and would put all of the people near a good library. This would have moved the Portland cartographic to Berkeley and Ft. Worth cartographic to Lincoln. It was most unfortunate that Williams wouldn't consider it.

In the Soil Survey we had worked very hard to have all of our principal soil correlators housed with or near a good land-grant university and library. Now only Lincoln would be near a library in soil science.

Williams' personal scheme involved the closing of the Milwaukee cartographic unit and also the one at Spartanburg. (The politicians were to prevent this last one!)

Obviously this scheme was to cause enormous confusion and extra costs. We had to establish minimum libraries at Ft. Worth, Portland, and Upper Darby. The men lost very heavily personally in their moves, which were to take place during the next 18 months.

The ghost of Hugh Hammond Bennett rode again! Except for Lincoln he had purposely picked places for the old regional offices where there was no land-grant college. And he hadn't wanted Lincoln but the political people blocked other sites. As a result ~~there were still~~

The number of

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

In the

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

~~There~~ there were still cartographic units at Portland and Ft. Worth. But, of course, both of the cities were very badly located, off to one side of their regions and thus the time and cost of travel would be greatly increased. It was a heartbreaking business for the Soil Survey.

Earlier in the year Dean Richards, of the Agricultural College of Guelph, Ontario had invited me to visit his institution, which I did February 24-26. I had the usual visits with department heads and administrators. On Tuesday the 25th I had a full afternoon seminar with all of them, which was very interesting and that evening I gave an illustrated lecture on the soils and agriculture of the tropics and subtropics to the students and faculty.

Just as I returned home the afternoon of February 26 I learned that Dr. W. S. (Billy) Ligon had suddenly died while I was in Guelph. This was a terrible shame. He was scheduled to retire the following June. Happily, he had urged me to have a replacement so that Dr. Bartelli was able to take over immediately. Ligon had gone through the most horrible experience during the first three or four years after the Soil Survey moved to the SCS. A fellow named Glen Fuller, a personal stooge for Hugh Bennett, had been the regional soil scientist in the old Spartanburg office. [Many years before he had been dropped from the Soil Survey by Marbut for incompetence.] Both he and Moon had worked in Michigan in the summer of 1925. In those days the federal soil surveyors worked in the north in the summer and in the south in the winter. Michigan asked for Moon to come back but wrote

to Dr. Marbut that they never wanted Fuller again. For this he hated Moon and the Soil Survey and made all the trouble he could. To his incompetence was added procrastination and lying. He made trouble for Moon when he was principal soil correlator at Knoxville, then for Dr. Simonson, and finally for Dr. Ligon. He drove Dr. Ligon into a nervous breakdown although we supported him completely and so did the state conservationists. During his last few years Billy was widely appreciated by everybody.

On March 6 we had a very rough conference with the inter-agency committee on soil surveys. Fortunately two men from the Bureau of the Budget were there. I was able to keep my temper but the deceit and conflict of interest of Elvin Henry of the Housing and Home Finance Agency was clearly obvious.

That month Professor Victor Van Straelen died. He was the most prominent scientist in Belgium and had his finger in most important scientific undertakings. He had been very helpful to me in my work in the Congo and in helping the Belgian Soil Survey get on a good firm basis.

Between my normal work in USDA, the Carnegie Study, appropriation hearings in the House and Senate, and the absurd reorganization plan, the rest of February and March were both hectic and busy. Also Lewis Nelson of TVA spent time with me about some of his problems, and he had several. Dr. Brady talked with me about the reorganization which he had tried to stop without success. As I had suspected, it had been approved by the Secretary well in advance of any discussion with the staff. Arrangements were made for Dr. Simonson to attend the Congress of the International Society of Soil Science in Bucharest

the following summer. I started writing this Journal; attended the meetings on biology and agriculture in the National Research Council; and began the garden season.

In March I had a brief conference with Secretary Freeman about instructions for the soil team to visit the Soviet Union. I wanted to find out what he most wanted to know. At first it was obvious that he had forgotten that he had asked for this. I explained the problems in soil management and that the difficulties were mainly due to the low status of the Ministry of Agriculture. They couldn't get essential priorities nor could they insist on the kinds of fertilizers that were most effective. Finally I assured him that the Soviet soil scientists knew what to do if these bureaucratic matters were arranged properly. "Well then," he said, "Soviet farming will be highly productive." I explained to him that there was a great deal to agriculture besides farming, and a great deal to farming besides soil management. I said, "For one thing, the collective farming system as they have it will not work well." He replied, "They'll never give that up." I said, "Mr. Secretary, never is a very long time. People said they wouldn't give up the machine-and-tractor stations. But I saw them being dismantled in 1958. I am as certain as I can be that they will drastically reorganize both state and collective farms in order that farmers have reasonable incentives to work intelligently."

On March 30 we had another hectic inter-agency conference on the Soil Survey. The next day I went over to the Bureau of the Budget and discussed it with them at their request. They apologized for getting me into this thing and promised me faithfully that the Housing and Home

...the
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

Finance Agency would never get funds for an "urban soil survey." Then they asked me to help arrange a "high-level" committee of administrators from the same agencies. Later I tried this. It didn't work but it did help clear the air.

Early April 1 Charles Hardin came and about noon I left for the University of the South at Sewanee. When I first received the invitation to speak there I could hardly believe it since all I knew about them was their old and distinguished literary review. The National Science Foundation had a program of furnishing funds to scientific societies to supply lecturers to colleges and universities in fields that were not represented on their campuses. I had been asked to be on a panel of such lecturers for the American Society of Agronomy. I did accept a few invitations but with such a busy schedule I couldn't get to many. I gave an evening lecture at Sewanee on Potentials for World Food Production.

The only technical group at Sewanee was a small one in forestry. I had some nice seminars with them on interactions and on teaching. The head of the school was a rather tough old fellow and he insisted that all students had to have a basic education in the sciences and in the humanities. Thus the forestry group could have only a limited number of courses in technical forestry -- not nearly enough to be "accredited" by the professional society of foresters, which recommended a curriculum weak in basic courses and terribly overloaded in the technical. So most of the courses they did have in forestry were designed to teach the boys how to work in the woods. About half of their graduates went on for Ph. D's in forestry at Duke, Yale, and Michigan. Most of the

others went with private firms to work in the woods. But since they could read and write they were quickly selected for higher paying jobs while those from the accredited schools remained in the woods. This was an excellent example of what David Knapp and I were trying to get into our book on the agricultural colleges.

From about April 6 to 17 the principal soil correlators met in Washington. I spent as much of my time as I could with them. Johnson and I had to make further plans for his team going to the USSR. Besides himself, he had Viets and Upchurch. The principal soil correlators and Dr. Knapp were at our home for dinner Sunday, April 12. The garden was very nice.

Also we had an administrative conference and Don Williams told us that he had offered to resign rather than make a certain political appointment for state conservationist in Kentucky. I felt sure that he presented the case strongly but doubted completely that he offered to resign.

In May I discovered that a so-called soil scientist from Texas, named Bower, had been selected to go to Tunisia for an SCS watershed project without any consultation whatever with us. He had been in town for weeks for briefing and language study in AID. He called on me just about a day and a half before he was to leave. He had read nothing of the considerable literature on the soils of Tunisia! He had time for only a few hours with Mr. Orvedal. I made a strong protest to Mr. Williams and it helped later. We were doing the very thing that we had criticized AID for -- sending poor men out with wholly inadequate briefing.

On May 8 I had my last chat with Henry A. Wallace. How I wished we could have had a Secretary then of even a small part of his intellectual breadth and depth.

In the afternoon of Sunday, May 10 I went to Pennsylvania State University where I gave a special series of lectures as a temporary professor during the next four days. I gave ~~three~~ three-hour lectures in economic development for graduate students. I had outlined these and had sent a list of required reading in advance including some reference material not in the library there. In between times I visited the departments as in the other Carnegie inspections. Agricultural economics, English, and dairy were the best. The agricultural library was real bad and the fine librarian was terribly frustrated. I had talks with the new dean, Larson. He was better than the old one but not much. I finished up these visits with English on the afternoon of May 13. Here I met a fine little Joyce scholar by the name of J. Mitchell Morse. We went to my room for tea and talked about Joyce. I had read his ^{HP} The Sympathetic Alien. I showed him a new book mostly about Joyce that I had with me: For the Uncanny Man by Semmler, an Australian. He had never heard of this. During the conversation I explained that after dinner I had to give an evening lecture. (At Penn State I had all my dinners alone.) So he said, "Well you wont be able to read Semmler this evening so why don't you let me take it?" I agreed if he would have it back fairly early.

I gave the lecture which had been requested, comparing the progress toward economic development in India with that in the USSR. We had a very fine seminar. All these lectures and seminars had been widely advertised. The agricultural college was well represented except for

the Department of Agronomy. Not one soil scientist came!!

Early the next morning Professor Morse came with the Semmler and with a copy in mint condition of the "Hudson Review" for Autumn, 1963. He had a few because he had an article in it but he said, "You hang on to this, not for my piece, but for the first printing of Mark Twain's Reflections on Religion. His family had objected to its publication for years but were finally persuaded to let it be printed.

After breakfast Professor Fliegel came to take me to the plane. I had been required to prepare examination questions for my students who had been writing while I was elsewhere. So I was handed a whole stack of exam papers to grade! I got through part of them on the plane. The first two were only C's, not good enough for graduate credit. So I became a bit discouraged until I came to a whole group from former Peace Corps boys and girls. They all had A's so I felt much better.

We learned on May 16 that both Dr. C. H. Edelman and Herbert Greene had died. Edelman had had a long illness. His death left an enormous gap because he had been the greatest teacher^{ly} of soil science in the world. Greene had died in Africa on a trip.

On May 18 I had to help defend the budget for the SCS including the Soil Survey for which cuts had been proposed. Assistant Secretary Robertson asked me, "What will happen if you don't get this money?" Somehow this made me angry so I replied, "Not very much, several more thousand people will lose their houses. But most of them are little people buying new houses costing only \$15,000 to \$30,000 but placed where they can't last. Actually they're not even all Democrats." He didn't ask any more questions and we came out fairly

well that time with our budget. That very morning I had been to Quantico giving a speech about soils to those concerned with the protection of military bases. During the trip I had just seen many of these crippled new houses.

On May 22 the administrator issued his general memorandum No. 1, establishing four regional technical Service centers. This was to be a very expensive time-consuming operation.

That afternoon Mommy and I left for Sharon, Massachusetts for a weekend with Mary Alice, Jack, and the children.

I spent May 25, 26, and 27 for an examination of the University of Massachusetts. I had long talks with most of the department heads and especially with F. P. Jeffrey, associate dean for teaching and director of the excellent Stockbridge School for short-course students. Jeffrey was an excellent man -- I should say the best in his position I had met except for Freeman at Purdue and McFarland at Minnesota. I came away with a very poor impression of the dean, Dr. A. A. Spielman. Although I asked no leading questions about him nearly every department head spoke strongly against him. He had made about the worst error a dean can make. He had sent around a nearly drastic reorganization plan without consulting them. Many of them didn't like the plan, which wasn't good, but even worse they resented his arrogant attitude of no confidence. His worst error was to redefine some departments by interdisciplinary problem areas rather than disciplines, which almost always fails in a university.

There were four independent colleges here close together: Mt. Holyoke, Amherst, Smith, and the University of Massachusetts. They had worked out a plan under which students at any one could take courses at any of the others. Jeffrey took me over to meet Professor Stewart M. Blake

at Mt. Holyoke who was chairman of the faculty committee. He certainly was a fine man. He told me about his difficult problems with four presidents. He was trying to get another bus to speed up the transport for the students. But he told me that in time the students would force the administration to do it. This was on May 27 and that evening I had dinner chez Peter and Barbara Rowe of Smith. It was a sad day for us because we had the word that Nehru had died. He seemed to us to have been the most intelligent of the world leaders.

The next day I caught a ride a little after 5:00 A.M. and was back in Sharon at 8:00. We bought a big swing set for the children and put it up in the back. We left Sharon Friday and spent most of the week-end gardening. Björn Johannesson was with us for dinner on Sunday.

The next days I had many problems about the reorganization. I called Red Smith personally to request a conference at Ft. Worth so our boys could look for houses. (Which he did.)

June continued much like the previous months -- many conferences; a lot to do about FAO; and several lectures to give. Also I had a lot of fussing to smooth over some trouble between Leo Anderson and John Oliver in the Development and Resources Corporation. But between the Study, the garden, and the work on this Journal I was able to put some of my worries to one side.

On June 3, Hockensmith left for a month in Brazil with the men we had there -- Cleveland and Van der Hoet.

Near the end of June, Orvedal left for a month in Thailand with a brief stop over in England. Droscoff asked for Lyle Alexander to go to South America. But I explained that he was in airplanes much

of the time already and had been for years all over the world, with his AEC work.

The Senate hearings were a mess that year. A dispute arose over watersheds. As a witness, Hollis Williams said one thing whereas the notes sent forward were quite different. The hearings were finally concluded on June 25 and Senator Holland was quite unfriendly. Also Don Williams was very cold to me and most of the others about something. I didn't know what but I didn't have time to worry.

Near the end of June I sent to the Advisory Board the long annotated outline for comment. This was a rough draft based on several others. Unhappily, some of the Board members took it to be a first draft of the report which it was not.

Early in July Bill Johnson came for a final briefing and shortly thereafter his team got away for the Soviet Union. We had gotten approval for both him and Viets to attend the Congress in Bucharest on the way back.

The reorganization squeezed out one principal soil correlator which was a great shame since we were so short handed. But I was able to get Mr. Ableiter appointed as my assistant to help the others. No one else knew the upper lake states and Alaska.

On July 19 and 20 we had a good meeting on the Study with the Advisory Board. They gave us many good suggestions which Mrs. Orpwood took down in shorthand. David again felt a bit discouraged because of the criticism of the heavy language in some chapters, most of which was his. Later I tried to explain to David that he must learn to take tough criticism. For many of us this kind of dialogue is more direct

and faster. I knew that we had a great deal to do.

July 27 and 28 I spent with the cartographic heads in Chicago. Orsini was not well. Later he became very ill and after two operations and a very long period of sick leave he retired.

On July 30 David and I had a long conference with Carl Hamilton and A. Paulsen about ~~their~~ internal study of organization and curricula at Iowa State. They talked in liberal and sensible terms but the report turned out badly because of the influence of fellows like Red Thompson and others who had not had a good basic education as undergraduates themselves and who wanted to hang on to their old and outmoded idols.

I kept steadily at work on the Study and trying to pick up the pieces as best I could from the reorganization. I also had several speeches to get ready for the autumn months.

Effective August 2, on my birthday, my salary was raised to \$23,000.

In August John Rourke also went to the Congress in Bucharest. I had decided not to go because of the enormous pile up of work. Thus we had a delegation of only Johnson, Simonson and Rourke from the Soil Survey for this extremely important meeting that I had done so much to promote. We should have had at least a dozen.

David Knapp and I spent August 12 in New York City for conferences about the Study in the offices of the Carnegie Corporation, and especially about the Negro colleges. With great regret I learned that Fred Jackson was just leaving his post at Carnegie to go as

Assistant Executive Vice President of New York University. Professor Earl T. McGrath was in the process of completing a study for Carnegie of the Negro colleges. Most of his work was with the non land-grant ones. He volunteered to send us his tables of data in a few weeks. Although we wrote to him and to Carnegie he never did send them. Fortunately we took rather good notes at the conference and had private and confidential access to other studies of two Negro land-grant colleges made by competent people for another purpose. We were also disappointed that Carnegie had the idea that this annotated outline was a draft of our final report, which I explained to ~~him~~ ^{them} it wasn't.

David's depression about these two meetings spread to Mrs. Orpwood. I emphasized to them they should quit ~~their~~ damned worrying and that we were going to have a first-class book and that it would be published by a reputable company. Still they didn't quite believe me.

August 17 and 18 I attended the meetings of the American Farm Economic Association at Purdue and gave an address on Agricultural Economists in the Changing Land-Grant University: Two Examples for Interdisciplinary Research. This meeting gave me an excellent chance for talks with several about the Study and especially with Professor Schultz.

On August 28 Leo Anderson and I completed a plan for Paul Carroll and R. C. Malmgren to undertake a soil survey in the Ivory Coast. The Development and Resources Corporation had a contract with AID so the boys would be working for Development and Resources and could get higher salaries so we were able to get good men. Peter Ahn of Ghana agreed to advise them on getting started.

On September 10 William Johnson and his party returned from eastern Europe and we had a good session with several from the Department in the Secretary's conference room the next day.

Along about this time and dragging on for many, many weeks I had trouble about an assistant principal soil correlator for the Great Plains. Mohagen wanted me to take first one and then another "left over" soil scientist who simply were not qualified for one reason or another. Aandahl and I agreed that we might better leave the position vacant. I resented enormously the hours and hours I had to spend during the next year to protect such important scientific positions from becoming a dumping ground. In almost every instance of a top position Mohagen plugged for a poor man having "long and faithful" service. Her whole influence was to pull down the quality of the scientific positions. Part of this was due to the internal jealousy. By any reasonable standard the Soil Survey had more first-class people than all the rest of the Service, and the Soil Survey had far too few.

September 20 to 25 the annual meeting of state conservationists was held in Washington. Again there was much talk about delays in publication, which I had explained in detail every year since 1955. Essentially all of the state conservationists realized that it was a simple matter of balance between field staff and staff for correlation, laboratory, editing, and cartography, and funds for printing. Anyway a resolution was passed for a study of correlation procedures although these weren't relevant to the problem. Fortunately I was able to get the administrator to modify this a bit to "organization and procedures

the first of the (1) ...
and the second ...
...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

in soil correlation and related activities." Our troubles were with the "related activities." We had already had one study of the text for the published soil survey which had been useless.

During much of the early autumn Guy Smith was on leave at Ghent for lectures. He took a short trip to London for a meeting on tropical agriculture, and one to Rome on FAO's so-called world soil map.

On October 2 we had the last meeting of the then useless inter-agency committee on planning soil surveys.

Don Williams was away when we had our budget hearings for a trip to New Zealand. Why he was invited I never knew until Ralph Sasser gave me a possible explanation later. Some time before a New Zealand guest interested in soil conservation visited us. I recalled vaguely having urged him to go to Tennessee, which he did. Nathan Brown, the assistant state conservationist and a very good man, showed him around. The New Zealander was much impressed with him and asked him and Sasser if Brown might come to New Zealand. They agreed that he could if an official invitation were made and his travel approved. After his return to New Zealand the man maintained correspondence with Brown and kept him up to date on the progress of the invitation. Finally he wrote that everything had gone forward. It never came. But shortly after that came the announcement that Mr. Williams had accepted an invitation to go to New Zealand.

On October 14 we had a very bad budget hearing. Hollis Williams got angry and made quite a lot of trouble. He had no respect for Gladwin Young at all and Young couldn't do anything with him. After it was over I called the people in Budget and apologized and explained that Hollis was not well and was very tired.

David and I worked very hard on the Study during the rest of 1964.

October 26 and 27 I spent at Ames, Iowa for a state-wide meeting of the whole extension staff. I gave an address on Renewable Natural Resources: The Role of the Land-Grant Universities. I made a strong plea for more emphasis in extension, teaching, and research on natural resources, including non-farm uses, and also on interdisciplinary research in that area. Late in the evening of the first day I was given a copy of the draft report ^{on curriculum at Iowa State} worked up by Carl Hamilton and his group. It was disappointingly poor. I worked on it several hours but I doubt that it helped very much. The second day I had talks with Dr. Pierre, Ruie, Browning, and several others, mainly about our cooperative research in geomorphology.

November 8 to 10 I spent most of my time at a meeting of the National Association of State Universities and Land-Grant Colleges in Washington. I spoke to the group on resident instruction on The Undergraduate Program of the Land-Grant College of Agriculture. This went well although a bit hard for some of the older ones to accept. I had a good many excellent private sessions about ideas for my report and about problems within individual colleges.

On November 15 I left for the meetings of the Soil Science Society in Kansas City while Mommy left for Boston. I never knew why but the careless officers of the Agronomy Society had invited a Lester Brown to talk on the world food problem. He had already written a lot of nonsense. Brown was a bright boy but lacked research discipline. He was unable to work as a scholar or with other people. He made up his

2005

mind what he wanted to prove and found selected material to prove it.

I had a lot of very fruitful conferences about Soil Survey work at this meeting. I was delighted to see Dr. K. F. O'Connor who had been my guide on the tour in New Zealand in 1962. He had won a fellowship for study at Guelph. Dr. Ratchford, Director of Extension at the University of Missouri, and on our Advisory Board for the Study, gave an excellent talk at the extension breakfast. I had good visits with him, Dr. Moseman, and several others about the Study.

On the last day I had an early breakfast meeting with the soil scientists of the Forest Service and we had a good dialogue.

Both of us were home again on November 20.

On December 9 I had to make a difficult decision. Because of the rush with the Study -- David was leaving in April -- I turned down an all-expense trip for the Pu wash meeting in Venice the following April. I should like to have gone because they were going to talk about the world food problem as well as disarmament. These meetings were financed by Cyrus Eaton and attended by only a very few of the top scientists in several countries, including the USSR. I did send them a few memoranda and suggestions.

December 14 was spent in Raleigh with the advisory committee of the Public Affairs Institute.

December 16 I met with the committee Williams had set up to study the Soil Survey. He had consulted me on the membership and with the exception of the chairman, Gladwin Young, it was an excellent committee of H. N. Smith, J. R. Sasser, L. E. Derr, and Guy D. Smith.

Young had no idea what it was all about but he was so jealous of me that I expected trouble. Fortunately the others recognized this right away and I had private conferences with each of them.

Near the end of December we had our manuscript in fair shape for our book and I hired Rith Nordin to spend some time on it.

On December 24 I wrote a fairly long letter to Bartelli encouraging him to be a bit more tactful and explaining that some men who are not good in one area may after all be quite good in some other areas.

1965. After his réelection in November 1964 President Johnson set out to be a very strong president. Although Goldwater lost, he succeeded in pushing Johnson quite far toward the right, but the liberals had no other place to go. Johnson became his own budget director.

In January it appeared that Agriculture might be hit quite hard, especially in research. The Director of the Budget -- Kermit Gordon -- was quite unsympathetic toward USDA. Most of the trouble had been caused by the poor image of agriculture created largely by the "agricultural establishment" itself -- the Department, the colleges, and the bitterly-quarreling farm organizations, both the general ones and the multitude of special ones. None of them had appreciated the difference between agriculture and farming. Even ^{then} ~~now~~ the Department published silly figures showing that in 1820 each farm worker supported himself and three or four other people and now himself and over 30 people! This was completely false. I had been pointing out for years that only about one quarter of the full-time workers in agriculture work on farms. Statistically, farm workers have moved to the city to make production goods for farmers and to process their products. Formerly these things were done on the farm. Our economists fail to realize, as they did in the 1920's, that agriculture is essential, not only to initiate economic growth but also to sustain it. Even with the price supports and the taxes people pay the proportion of their time spent in earning food is the lowest in the world. Since the Second World War Britain had neglected her agriculture. The result of this, along with the poor education and working ability of British labor, seemed bound to bring on a terrible crisis in Britain.

1315

The Secretary and his immediate staff were very poor economists. Nor did they know how to use the USDA staff -- not any more than Benson did. The President recommended, and the Secretary went along, deep cuts in agricultural research, and some in most other areas. Then too, the Secretary tried to protect ~~research~~^{resources}, conservation, and development projects and the "out reach" program as some things he had proposed.

Much of the SCS work, especially in farm planning, had been inefficient and unimaginative. Many field offices were overstaffed. With records on unit costs something could have been done. But on January 8, 1965 Carl Dorny told me that of all the Washington staff, my office was the only one that used those figures. Where soil survey costs ran high we went out to the states and helped them correct any mistakes. Many states were spending \$250 for a farm plan at about 50 cents an acre! Alaska was running \$2,4000 a plan and nearly \$25 an acre! Nevada's figures were about \$900 a plan and \$1.65 an acre! These were absurd and ridiculous.

The main troubles in the Service up to 1965 had been due to low quality people, both in the field and in Washington. Not over one percent really studied. Regardless of budgets, unless the staff could be substantially upgraded, the farm planning should have been abolished by somebody. But this could have dragged down the Soil Survey and the engineering work with it.

That winter the morale in the Department was terribly low. Yet it did not seem that all the cuts would be sustained by the Congress. Actually if the USDA and the colleges had been doing what they should

have in rural and suburban community planning, Congress would have been willing to give increases.

But the whole "establishment" was so indecisive and backward that funds were being used for items that were once important but had little relevance in 1965. Little imaginative work was being done in resource planning for economic development, to manage the urban sprawl, to improve or at least reduce the degradation of ^{high} rural education, to improve the environment (water pollution, air pollution, soil pollution, etc.), and to overcome increasingly serious rural poverty and under-employment. I could not recall such weak and unimaginative leadership before. This was especially true of economics within the USDA. They were unable to attract able young people to replace the good ones as they retired.

The President was pushed politically in December to add \$200,000,000 for feed-grain supports and told Gordon to get it out of other things in USDA. This included \$20,000,000 out of farm and ranch planning in SCS. The Secretary reminded the President that SCS had made his ranch in Texas productive -- the very thing he boasted about in his State-of-the-Union message, but without mentioning any help from the colleges or the USDA. The President replied, "Sure they helped me, but I should have paid for it." With the approval of the Secretary our budget officer fixed up the most remarkable scheme to get this \$20,000,000. It was planned that the budget for the Service should go to the Congress at roughly the level of 1964-65, not counting salary increases voted by the Congress. The \$20,000,000 in planning was to be made up from non-federal governmental and private donations. A legislative proposal

was planned for authorizing the SCS to have a revolving fund in Treasury to which such gifts and non-federal appropriations could be credited. If Gordon approved this he didn't know what he was doing. It would have been a big job to get as much as \$5 million. Since the scheme would have needed approval by both the appropriation and legislative committees of the House and Senate I didn't think it had a chance, nor did it.

Several members of Congress were interesting themselves in both 1964 and 1965 in a bill to clear up any uncertainty about the authority of the Department to make soil surveys in non-farm areas of rapidly increasing population. Philbin of Massachusetts introduced an early bill (HR 5406) in the 88th Congress. (Finally such a bill did pass and became law.)

Early in January, two of our men left for Brazil to help them initiate a proper soil survey program, including training of Brazilians -- Dirk van der Hoet and Francis Cleveland.

On January 17 Mommy and I met my dear friend Jurion of Belgium at the airport and took him to the Roger Smith Hotel. He came to Washington for briefing to go with a mission to Madagascar for the World Bank. The following Wednesday Jurion was at our home all day and spent much of it watching the Presidential Inaugural. On Friday, the 22nd, he went on his way. We had a most excellent dialogue on the Congo and agricultural development for Africa.

At the beginning of the year all of the principal soil correlators were having trouble. They were terribly overloaded at a time of confusion of changing headquarters. They were behind in correlations and series descriptions. William Johnson was the worst off because

he had almost as many series as the rest of them put together. On top of that Ulrich was ill with a bad back, had not moved to Portland, and did not want to. Part of the trouble was with his family. I had heard that he had been looking for another job near Berkeley. On the other hand Johnson had the best assistant of any of his fellows -- Dr. John McClelland. Then too, he was able to get Mel Williams for a second one. Mel had enormous respect for Bill, I was able to get Bill an outstanding rating and a small cash award.

On January 24 I left for the National Work Planning Conference in Chicago. I led off the conference the next day with a summary of the history of American agriculture during the previous 100 years, including mistaken and missed opportunities as a backdrop for what we needed to do in the Soil Survey. (Later several state conservationists asked for large numbers of copies of this speech for distribution to all on their staffs.)

We had quite a good set of reports except for the one on shaped soils which didn't get anywhere. I was so upset about the failure that I spoke more crossly to Dr. Bauer than I should have. Even though when I apologized later he was still quite upset.

I also got upset on another occasion when someone made the remark "of getting these materials down to the level of the party chief." I said, "If we don't respect our good party chiefs, how can we expect others to do so, etc. etc." I resolved then to have a few at our next conferences since some of these boys were better than some who attended automatically. Where we weren't making our materials clear to the good party chief the fault was ours, mainly because we had not thought deeply enough ourselves.

On January 30 I went on from this meeting to Columbia, Missouri for a state meeting of the staff of the Service. I was very pleased with the way Scribner, Associate Professor of Soils at the University of Missouri, and James Lee, the SCS state correlator, were working together. This was some different than the old days! Groggins, the state soil scientist was extremely poor but had enough sense to keep out of the scientific and technical work. I gave my usual talk to the soils people and had a good session with the state conservationist and his immediate staff about the role of soil surveys around the cities. Such work was desperately needed around St. Louis and Kansas City.

I also took a little time at the University to talk with them about some work they were doing regarding the motivation of high school students for the Study. I realized that we had wasted our grant and was glad it had been small. Their methods were poor and the results contributed nothing to what was already known.

Morris Austin spent a bit over a week in Mexico City for a meeting sponsored by FAO for a North American soil map. No real agreements were reached.

On February 4 I returned to my USDA office. I was trying to spend as much time at the Study office as possible because David Knapp was scheduled to leave on the last day of March to take a position as Director of the Institute for College and University Administration within the American Council on Education. He had already turned down one offer to become a college president, two to be department head, and two to be dean. The Council offered him an excellent salary with excellent retirement benefits.

On February 9 Mary Alice became seriously ill and the next day Mommy left for Glen Cove on Long Island. That very day our neighbor's house was robbed. Fortunately we had left on a light for Shem, our Siamese kitty. The day after that I found in the morning that our Study office had been broken into but apparently nothing was stolen.

On February 12 I went to the USDA office but had a call to come home after lunch because workmen were ready to rip out our old kitchen cupboards. I felt sorry for Shem because he got very lonesome with both of us away.

On Saturday, February 13 I spent the day at Harvard University to meet with the group concerned with the Pugwash conference to be held in Venice. It was such a pity that I had not the time to be able to go to that. Among those present Dr. Jean Mayer, professor of nutrition and public health at Harvard, was outstanding. He was the son of the famous André Mayer of world-wide fame. I was amazed to find this young professor had read a great many of my papers and did as good a job as I could of explaining to the academicians what they meant. Mrs. Ruth Adams, who edited the "Atomic Scientist" served as secretary and asked me to write a long document about principles that could be given to those attending the Venice meeting. I did this later and was told that it had been extremely helpful.

The next day I cleaned up as much as I could of the mess in the kitchen.

On Monday, February 15 I briefed Paul Carroll and R. C. Malmgren on tropical soils and what they could expect in the Ivory Coast. This briefing was expanded later by Mr. Orvedal and his group.

346 1787

-554-

The next day, February 16, Mommy came back. In the afternoon of that day I had one of my infrequent conferences with Dr. Brady about his very difficult problems.

On February 18 Klingebiel and I had a conference with Dr. Baker of the Bureau of Public Roads. He was raising questions about their cooperation in furnishing the engineering data on soils and their assistance in the interpretation of these data for published soil surveys. This program had started in 1950, with a formal agreement in 1951. We collected large samples of important kinds of soil in each county where we worked on a progressive soil survey and sent them to the Bureau laboratories for the full set of engineering tests. As time went on many of the state highway departments did the laboratory work. This had been extraordinarily helpful to us and to highway engineers. It was the biggest advance in soil survey interpretation since the development of yield-and-practice tables. His point was that ~~this~~ program had been going for 14 years -- was it research? We had a friendly conference and he agreed to look into ways to finance the part of the Bureau of Public Roads out of other funds. It was obvious that this would not be easy since the Bureau did not have any direct appropriations but only a tiny percentage of the funds voted by the Congress for grants to the state highway departments.

Along about this time I received another small check from the "Scientific American" in payment of royalties for an article I had written for them and which they had published under the title Soil in July, 1950. Along about 1955 they had written me that selected

articles would be reprinted and that the authors would get one-half cent each for royalties. (They had already paid me \$350 for it in 1950.) I had not thought the royalties would amount to anything but now they had come to well over \$100. I became curious. They wrote me that they were going to several colleges and universities both big and little as required reading for students in the earth sciences and some in biology. (I wasn't to see one of those until another year when a student brought one up for me to autograph.)

On March 2 Mr. Williams circulated to the staff the report of the committee on soil correlation that was completed February 24. On the whole this was an excellent report. I had not met with the committee very much but Ralph Sasser had kept me informed. With Ralph Sasser and Red Smith on the committee and both much stronger than Gladwin Young and better informed than Don Williams, Young had little chance to hurt me by spoiling the Soil Survey. In effect, the report instructed the Deputy Administrator for Soil Survey to do certain things which I had been trying to get done for years, such as reduction in the number of mapping units resulting from the old SCS type of mechanical fractional symbol; reduction in the length of the symbols; more state effort on soil series descriptions; a speed up in publication; more firm scheduling; more detailed examination of state programs by the Washington office; and so on. The committee tried to deal with the problem of inadequate funds for soil correlation. This could have been handled most efficiently by adding two or three assistant principal soil correlators to each principal soil correlator's office. But they found that Williams wouldn't buy this. So they worked up

another scheme that was more costly but that had a real training advantage. We in the Washington office would develop lists of qualified people on state staffs and request the state conservationist for their assistance for work in other states. This did ~~help~~ enormously on soil correlations but did bog down a bit on soil series descriptions.

Perhaps the most controversial recommendation was one to eliminate the "intermediate" correlation, which was made by the principal correlator and reviewed under a microscope by Dr. Simonson. Instead, Dr. Simonson was to promulgate the principles and the principal soil correlator make the final correlation. This had obvious dangers except that we had first-class men in these positions. Simonson disliked this very much and felt hurt over it. This was unfortunate because he was an able man but both he and Dr. Carlisle had got into the false mental state that only they could make an accurate final correlation. Simonson's morale had not been good since the autumn of 1952 and I then doubted whether it ever would be good.

Although Young and Williams accepted this report I had a big job of explaining it to them. It became an enormous job to get this plan into operation. Obviously there had to be a rather long transitional period. Sasser told me afterward that he and Red Smith had a heart-to-heart talk with Williams and told him that his big job and goal should be to find some means, some way, to bring the level of competence in the Service up to the high level of the Soil Survey. (I knew right away that this would make me trouble because Williams, and especially

Young were already jealous of me, which was why I was having trouble then.) Sasser also remarked that he had never seen an instance where such a large and dispersed staff were so loyal to their leader as the soil scientists were to me.

During March I worked as much as I could on the Study. Everything that David wrote I had to rewrite in simple, straightforward English. On what I had written, instead of suggesting points -- and he had many good ones -- he would rewrite! Then I would need to rewrite again. About the middle of March, David said to me, "I can see that you do not want me to do any more writing on the final draft." I just did not answer.

Before he left, I raised the question of writing. I explained that he had the common failing of many others. When writing he used longer words and longer sentences than in speaking. He commonly qualified his sentence in advance of the subject. He used "which" and "upon" for "that" and "on." He used too many cliches, such as "in a very real sense," which added nothing but slowed down the reader. And so on.

Dr. Nyle C. Brady spent a bit over three hours with me in my office on March 10. We had had an agreement that we wouldn't be seen together too much for fear it could be misunderstood.

Brady laid out the whole gruesome problem in ARS. He explained that the Secretary had been very brutal with both Shaw and Clarkson about the pesticide criticism coming in the train of Rachel Carson's *Silent Spring* book. Actually, ARS had done all it could in view of the limitations of both the Congress and the Administration. And, of course, Carson, Udall and company had consistently exaggerated the problems by several fold. I had suspected this was the reason Clarkson had retired so early.

Then the Bureau of the Budget imposed serious cuts the previous December on ARS. Most of these had been in terms of amounts in dollars and Shaw had provided the priorities. Apparently he had partly picked ones that the new Congress would restore and ones he really wanted to get rid of. Brady said that he did all he could to soften the Secretary's attitude and to protect Shaw even though Shaw had been very irritated about Brady setting up a small planning staff in his own office.

I told Brady I felt sorry for Byron Shaw, yet he did have a hard burn coming from the ridiculous reorganization plan he sold to Coke in 1953. I knew he had done it for personal reasons. I recalled so well his telling me back in the 40's shortly after he went into the research administrator's office, "Nobody has ever heard of ARA. They know only the bureaus." Well, of course there had been no reason why they should know of ARA. Shaw's new research reorganization was preposterously inefficient. The management people were all hurdled together in the South Building and the scientists had to keep their own records for a long time. Later Shaw set up a silly regional organization for soils research. Brady told me that Shaw insisted that he had done it himself.

I explained to Brady that Shaw should need to burn on these things. It would have been easy for him to have got advice and avoided such errors in judgment. I told him about his wife's death which I thought hurt him terribly. Brady recalled that I told him that before and that he had it confirmed later. He said that Shaw told him, "I have no religion left. None at all. My wife's death was totally unnecessary." But beyond that we both agreed that the boys in the front office of ARS, especially Frank Spencer, and his staff, had done all they could to

"protect" Shaw -- in other words, to keep from knowing what was going on.

Brady got Shaw to take a trip to Greece. Also Brady had complained to the Secretary about the effect his remarks had had on Shaw's morale so the Secretary invited Shaw to go boating with him on the Potomac. He seemed a little better but this did not last long. Brady spent about two hours explaining all these details and personalities and said that Shaw was insisting on being relieved of his position. Since he was considerably short of 30 years of service he wanted to be reassigned in ARS and Brady agreed to put him in a position of high salary that had something to do with scientific personnel management. At the time, I did not get a clear picture of the job. It was a pity that Shaw did not leave USDA.

So Brady wanted to know what he should do. Hearings were in progress and Shaw could not go. Brady and Irving handled them and of course, they were very rough. Congress was offended at many of the cuts; yet Brady and Irving were ordered to defend them. I raised the question of thinking about somebody on the outside. Brady thought maybe Al Moseman would take it but I felt quite certain he would not. We both knew that Harrar and Al were not getting along too well, so Brady thought that might make him want to leave; whereas I explained that I thought it would make him want to stay. But anyway Brady did not think there was time to look around on the outside then. He just had to make an appointment. I told him, "You have two candidates -- Marion Parker and George W. Irving." Brady said, "That is my view, but which one should be administrator?" I explained that I did not know Irving very well -- but he struck me as a bright fellow, a little given to story telling. Since he

came up through chemistry I did not know how much he knew about farming. I did know Parker and thought he would do well. He then started arguing for Irving. Since he was handling the hearings so well it might be better to appoint him.

Brady took these problems very seriously and I felt sorry for him. Yet in a way it was refreshing to find someone with problems as bad as mine.

Then we talked a bit about his great difficulties in coordination, some within ARS but especially with ERS and the other economic groups. I explained to Brady that this was really his basic trouble in the first place. Since Benson came into the Department in 1953 there was simply no communication between the Secretary's staff and the people within the Department. I had thought this would be changed with the New Frontier, but it was not. In fact, communications are somewhat worse. I explained to him the series of seminars and committees that Wallace, Wilson, and Tolley had during the period just after I came into the Department in 1934 and until Tolley left in the 40's. At that time all of the people with ideas knew everyone else with ideas within the Department. The deterioration in the economic staff had been very great. Most of the good men left in 1964 were very close to retirement -- men like Bushrod Allin and Fred Waugh. For some reason they had been unable or unwilling to attract good young men. I hastened to add that there might be some good ones that I didn't know. I explained that my opportunities to have dialogues with Department people were limited to seminars that I attended at the state colleges. Intellectually, the Department had probably reached its lowest level since 1962. All emphasis under Freeman was on politics and public relations and practically nothing on intellectual matters.

... of
... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

... ..
... ..
... ..

Dr. Brady told me also that he had a personal problem. He explained that Michigan State University had offered him a place as director of the experiment station. He said the dean told him MSU did not have the intellectual standards of Wisconsin, but he thought they were improving. I had the feeling that Brady might take this position unless Cornell pulled him back, which they did later.

On March 17, to add to the confusion the gas company dug a big trench through my front garden. (This took nearly two years to get back into shape.)

During March of this spring Guy Smith was on leave giving lectures in soils for Tavernier's students at the University of Ghent in Belgium.

On March 26 the manuscript for the book, The College of Agriculture: Science in the Public Service went to the Carnegie Corporation with a copy to McGraw-Hill. I started to work on the index from the carbons.

March 29 and 30 I met with the cartographic heads in Washington and Hyattsville. I also had a final conference with Paul Carroll on the Ivory Coast.

It was clear that both Carnegie and McGraw-Hill were sending the manuscript to other reviewers, mostly of the copy-editor type.

With all the terrible pressures at the office I turned to carpentry to work off my tensions. I remade some of the old cupboards from the kitchen into cupboards for other purposes and salvaged boards from the others. These I used to make risers for the basement stairway. Since I was short of bookcase room for my Joyce collection we had a new one made so it would hold a small speaker. This meant there would be no room for the big one downstairs; so I moved the old one upstairs and

... of the

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

figured out a way to switch the program from the unit downstairs to either the new speaker in the living room or the one upstairs. Mommy and I had just about given up finding a place to get a wire from the upstairs to the basement when we finally accomplished it.

In doing this job I decided to make a proper floor for the whole attic so it could be used more safely for storage. This turned out to be a long and difficult job -- but worth it.

About the first of April my blood pressure went up again. The ASCS had proposed a bill, which the Alaska senators introduced, to give enormous subsidies, over and above the large ones already available, for land clearing, drainage, and so on in the state. Alaska had almost no real possibilities for farming. But such a bill would be used by unscrupulous real estate agents to encourage young couples to go to Alaska. It was to prevent this sort of thing that I decided to be a soil scientist in 1922! I wrote an analysis and explained that if the draft favorable report went to the Congress I should go to the hearings and testify against it as a private citizen. I was told I couldn't do that but I insisted that I would because it was a straight forward, moral question. This scared Ray Heinen. He arranged for me to have a conference with the sponsors in the Department. Happily this killed the bill at least for a while.

Since Gladwin Young had been unable to get the committee to go along with his ideas he heckled me and propagandized Williams about the "enormous" costs of our published soil surveys. In this he tried to include as costs everything except field mapping, which gave a purely fictitious figure of some \$50,000. Essentially all of this was for assembling the maps, correlation, and writing the descriptions and

... of a way to be done ...
... of the ...
... just ...
... to be ...

... a ...
... as ...
... the ...

... about ...
... has ...
... ...

... and ...
... ...
... ...

... ...
... ...
... ...

... ...
... for a while.

... ...
... ...
... ...
... ...
... ...

interpretations, which were essential for any use in any kind of area or community planning. The printing costs averaged about \$9,000. I could think of nothing ever published by the Department for which the public got so much. For the cost of a soil survey, including the mapping and everything else, the cost-benefit ratios ran between 1:50 to 1:175. On April 6 I wrote him a long and detailed memorandum, as simply as I knew how on how costs could be reduced. Most of the important items had been covered by his own committee report except for one item. For this, I wrote several drafts of memoranda, none of which got signed, for state conservationists to take into account more fully writing skills before any soil scientist was recommended for promotion at any level.

On April 5 we had had our House hearings, which went very well indeed. Several on the committee spoke very highly of the Soil Survey and knew something about the great value of published soil surveys.

By April 10 I had completed the attic floor and the wiring of the speaker so that I used the garden to help me work off my tensions.

Partly in order to be up-to-date against the nearly continual heckling from the front office about our schedules, I worked up a plan to meet monthly at Hyattsville to go over all the schedules by individual soil surveys with the heads of the editorial work, of the correlation work, and of the cartographic work. I took notes on each delay anywhere along the line and wrote a special memorandum to each state conservationist or principal correlator involved. It turned out that this helped enormously.

R Carnegie and McGraw-Hill were slow but I had plenty to do, including being ready for a severe cut in appropriations if one should come and to figure out a scheme of raising more money for cartographic. Mr. Williams was agreeable to this but for some reason would not allow me to reduce field work a bit to get more help for the editorial work. I never knew why he hated editors so. But I did know that the editing would become a limiting factor rather soon in any attempt to publish 100 surveys a year, which we would need to do to be on a current basis.

Also that spring I had a lot of trouble with Mark, the state conservationist of Colorado. He had ability but no manners. He had ordered Arvid Cline to move from Ft. Collins to Denver even though Arvid had explained that his wife was ill and unable to do so. (This was a shame for Arvid because I had wanted to use him in several places at a higher grade.) Williams and I had a conference with him in Washington about it and Williams asked him whether he had ever talked personally with her physician. He admitted that he had not so Williams told him to do so. In due course we had a fine report from Mark that it was clear that she could not move and that he had cancelled the order. I was much relieved since Arvid was one of the best soil scientists that we had.

During April I had many small speeches and guests but no clear word from McGraw-Hill.

The week of April 26 we had the principal soil correlators in Washington for conferences on the new organization for soil correlation, transfers, and especially the new soil classification system. During the week they had dinner at my home which gave me a chance to fill them in on bureaucratic politics. I explained the fact that they

reported to me even though a couple of the field representatives, who acted as directors of the regional centers, were trying to stretch their authority way beyond their jobs. Unhappily, during this same week I had to take time for a few callers and conferences.

In early May we had a rousing conference with the administrator about budgets for 1967. Hollis Williams got on another one of his tirades. Don Williams insisted that he wanted "big projects with sex appeal for great increases in appropriations."

I had a telephone call from Collier in New York who wanted my opinion of an article for an encyclopedia for young people to compete with the "World Book." They sent the piece down and it was very poor indeed. I spent a lot of time with it. Yet I did not get the promised fee.

⁷ Carnegie had some very good readers of our manuscript that caused me to make some revisions, which I was glad to do. In this process I learned a lot about the image of agriculture. These readers were intelligent city dwellers who obviously believed that, (1) farming was all ^{of} agriculture and involved only 7 percent of the labor force, (2) all crops were in surplus, (3) all farm crops were subsidized by the government, and (4) all students in agricultural colleges were simply learning to farm. I wrote each one of them long letters of explanation and I had nice thank-you letters in return.

I continued to resent the time I had to waste in explaining the most elementary principles of soil survey to Gladwin Young. It was a great pity that someone didn't give that fellow some kind of honor, any kind. This might have reduced his jealousy of me.

As May moved on I had more and more speeches, silly inquiries

no other... of a...
in a...
...
...

In early...
...
...
...

I had a telephone call...
...
...
...

...
...
...
...

...
...
...
...

...
...
...
...

...
...
...
...

from Young, FAO interagency committee meetings, many conferences that didn't need to be held, and garden lectures. We did get some of our key positions for the principal soil correlators settled.

On Saturday, June 5 Dr. Ignatieff was with us all day. we had good talks about his program. The next week my good friend Jefferson C. Dykes retired to go into the second-hand book business. Over the years ^{he} had become an expert in Western Americana and had accumulated a large stock.

Mohagen gave me a lot of trouble during May and June about two unsuccessful state soil scientists -- Yeager from South Dakota and Douglass from Idaho -- who had been given leave to work for FAO with return rights to their previous jobs. One after the other she insisted that they go into a top scientific position as assistant principal soil correlator in Lincoln. Yeager was weak scientifically for that work. Douglass was weak on administration but strong scientifically. Andy and I had agreed that neither would work. I had gotten Ignatieff to take Yeager back although I was forced to use him temporarily "to help" Clifford Orvedal in order to protect his leave status. This was supposed to be for four weeks but turned out to be about ten! Dr. Ignatieff had explained that Douglass had gotten himself into real trouble in Pakistan. He had taken the word of the party leaders on progress without examining the work in the field. Rumors arose and an FAO examiner found that the area mapped had been greatly overreported. I did agree to make a scientific position for him as an assistant to Dr. Guy Smith, who badly needed a good soil scientist to help him. (This was done.)

Early in June Al Moseman came in and we talked about someone to replace Brady when he would leave to go back to Cornell. Of course, I also had talks with Brady himself. Actually Brady and Robertson had a few clashes. Joe Robertson had his good points but he was opinionated, abrupt, a bit ill informed, a bit ill mannered, and foul mouthed. They were trying to get Al to reconsider the job again. We also talked about Fred Andrews and Marion Parker. Al told me that the State Department (I presumed Mr. Rusk) was pressing him to become Assistant Administrator of AID. Al said that his difficulties with Harrar had been resolved and that he could leave Rockefeller Foundation for two years. I strongly urged him to take the AID position because AID was doing such an extremely poor job with its huge appropriation. In fact, I couldn't think of an alternative for that position. AID's scientific and technical work was a mess and their personnel policies were the worst in government, even worse than those of SCS. We agreed that the dragon of AID had swallowed and digested all of their well-intentioned leaders since the Marshall Plan, just as the dragon of China had done with all its conquerors. I thought that Al had a small chance of avoiding this; still he could give the dragon some very bad indigestion. I realized that Dr. Moseman was a stubborn man, but fortunately he was right nearly all of the time.

On June 25 I was called over to the Secretary's office for a conference with a man named Kubicek -- some kind of professor in the University of Minnesota medical school and a personal friend of Secretary Freeman. He had been assigned to help to select a successor for Dr. Brady. He asked me to be very frank. I explained the intellectual deterioration of the Department since Wallace's day. Benson had had no communication

June 1

with the staff. Somehow we had all expected a partial return of scholarly interest with Freeman. But he too failed to communicate with the staff. At that time the scientists of the Department were convinced, rightly or wrongly, that Freeman and his office staff lacked sympathy with or interest in science, research, and intellectual matters generally. He took notes furiously. I explained why Brady's successor should be a scientist if his decisions were to be respected by the operating scientists. I went on to point out that many were wondering whether it would continue to be possible to have research in the USDA. In most other advanced countries the Ministries of Agriculture are so dominated by politics and immediate short-run programs, as the USDA was then, that agricultural research was handled in a different ministry.

He asked me what the Secretary could do about it. I pointed out that the first thing would be to establish some communication with the scientists themselves, not just with the administrators. Under Wallace whenever the telephone rang on a scientist's desk or in his laboratory, it could be the Secretary with a suggestion or a question. And when one picked up the telephone the Secretary himself began to speak.

He told me that he wanted to arrange for me to speak with the Secretary. Brady told me later that my conversation shook him up quite a bit and that he was suggesting that I talk with the Secretary. I doubted that the Secretary was that much interested, which he wasn't.

During May and June I waited and wondered about the reaction of McGraw-Hill to the book on the colleges. I rather hoped they would take the book because few others had comparable lists in both education and agriculture and comparable outlets in the USA and abroad. On June 25

Page 10

they called to say that they would take the book and scheduled publication for January 1966. The manuscript came back June 30 with a few suggestions. The contract was signed July 11. I returned the manuscript July 9. To go ahead with this: I was told it would take another reading by their copy editor. I had another long wait. Apparently everybody concerned with the book went on vacation. Then August 9 they called to say that they would send it to the printer in a week because the copy editor had few queries.

I learned that McGraw-Hill is an extremely bureaucratic outfit. The top men are very conservative and can neither write nor judge writing. Any tiny decision involving contracts or money must go clear to the top. Their senior editors are liberals whom they don't trust. These men have had so little responsibility that they know nothing about management and can't even give instructions to a secretary. After a few mistakes we learned not to call or write the principals but only the secretaries.

During June I continued to have occasional talks with Brady about his successor. His appointment as experiment station director at Cornell was announced in July to take effect in September. He also told me that I should have a conference with Joe Robertson at some convenient time since they had discussed together the jealousy of me exhibited by Don Williams, by Gladwin Young, and apparently even by Van Dersal. Brady even suggested that these people had blocked a recommendation from the Secretary's office that I receive the Presidential Citation! I explained to Brady that I had been told this before and that personally I couldn't care less. The only problems would be their continued attempts to downgrade the Soil Survey and to choose an incompetent successor for me.

... and

... ..

I found

... ..

... ..

... ..

... ..

Unless my position is filled by a strong soil scientist the good men would leave and the Soil Survey would descend to a very low level such as that of the soil conservation surveys under Hugh Bennett.

On July 13 I left for a trip to Waseca, Minnesota to give a talk at a national conference on short courses. The conference was sponsored by the University of Minnesota and representatives came from about 30 or 40 of the land-grant colleges of agriculture. My address, Non-degree courses in the college of agriculture, summarized the conclusions in the book with special emphasis on two points: (1) Students in these courses should not be mixed with students working for a degree, and (2) if short-course students later decided to take a degree they should not be given credit for their short-course work automatically but only after supplemental reading and an examination in each course at the level of a degree course. This admonition was needed for a few colleges, especially for Iowa State where Thompson had a bad system in which he used the short course merely to recruit for the degree curriculum.

From Minnesota I went on down to Des Moines, Iowa, where Klingebiel and I were to have a conference with the state conservationist, Mendell. He had a crazy scheme for publishing soil surveys. As he first presented it we would publish one soil survey in a soil-association area and then use that same text with maps made in subsequent years for the several other counties in the association. The chances of users being able to get the right text for their map would be remote. Anyway the cost of printing the text is very little compared to the total cost. We then had a conference with several from the State University at Ames and each man in the group had quite a different proposal. The whole thing

was confused and ridiculous.

After I returned to the office I had an enormous job to fill out the forms for the McGraw-Hill sales office. The USDA Library was very helpful in making lists of appropriate professional journals, both here and abroad, that carry book reviews. There were two forms because the foreign sales office had little or no communication with the domestic one! Then too, I got a call from McGraw-Hill that the manuscript was now in such excellent condition that I would not get galley proof! The printer had been instructed to give only page proof.

At an administrative staff conference Williams told us that the Secretary had definite orders to cut the USDA budget. I pointed out that one of the obvious places to cut the federal budget was in funds for irrigation and drainage and the associated land levelling. But for this to be acceptable action should need to be taken simultaneously in Agriculture, Interior, and the Army Corps of Engineers. The government was getting a great deal of criticism for spending money with one hand to bring new land into use, and, with the other, to take land out of use for farming. This was brushed off in a hurry because a few district supervisors wouldn't like it and a few SCS people should need to be reassigned.

On August 4 Joe Robertson called me over for discussions and I explained how a reduction in these kinds of expenses would reduce some of the criticism of the President and the Secretary. I told him that I was taking my bureaucratic life in my hands even to talk about this with him. And then he told me a curious thing: "You don't need to worry, you can retire at anytime." I explained that it wasn't that easy, that

I didn't control appointments and that if I left then I was afraid the Soil Survey would go to hell. I explained that there were more scholars in the Soil Survey than in all of the rest of the Service put together and that this disparity could be corrected easily by putting a non-scholar in my place. Further, I explained that I was not sure that I could depend on the Secretary's office to insist that a scholar be appointed should I leave. He asked me who it should be and I told him either William Johnson or Guy Smith.

Then he asked me to call Ken Galbraith about this matter of irrigation and so on because he had strong influence in the Budget and White House. I explained that at one time I had had close relations with Galbraith but not since about 1943 when he became a big shot, although he did require his students to be familiar with my papers. I explained that during the last 10 or 15 years Ken's predominant interest was to promote Galbraith and that if I called him he would assume I was doing the same thing.

Then with a good deal of vile language and table pounding Robertson scolded me roundly for the recommendations I had made for a successor to Brady. He told me that Fred Andrews, Colvard, and the others I had recommended had turned them down. He said, "You've just spent all this time on your college study, why don't you recommend some real good department heads?" I explained that very few such men had had an opportunity to demonstrate administrative ability. Later I did call him and gave him the name of Lewis B. Nelson of TVA.

On Monday, August 9 Mommy and I had the pleasure of going to the State Department to see Dr. A. H. Moseman sworn in as Assistant Administrator for the Scientific and Research Programs of AID. But I felt sorry for him.

On August 12 we had a USDA budget hearing, it was altogether too calm.

On August 15 Orvedal left for a month in Brazil to help our men with the technical problem of making reconnaissance soil maps.

On August 21 Professor I. P. Gerasimov of the Soviet Academy and his wife, had lunch at our home. They were taking a small tour in the United States with a group on Pleistocene geology. After lunch Dr. Smith and Dr. Simonson joined us. Gerasimov had been the chief mover in preparing an extremely critical series of papers on our new system of soil classification for the Congress the year before at Bucharest. These were published in the Soviet journal Pochvovedeniye for June, 1964. (Soviet Soil Science, March, 1965.) He referred to this and asked if I had seen it. I showed him the copy in my library. "But," he said, "none of you has answered this," I explained that probably we never would and that for some reason American soil scientists rarely wrote criticisms of such kinds of papers. I explained that the geologists did but not the soil scientists. If somebody writes a bad paper we simply ignore it. We went ahead and gave him quite a lecture to explain that we weren't trying to sell this scheme to anybody abroad. As our colleagues in other countries showed interest we helped them. "Of course," I said, "in not many years if people want to use the results of American research and experience they shall need to learn the system. Still that doesn't mean that they need to change their local names. All languages have a word for 'oak'. Still all scientists use the term 'Quercus'." But we finished in a good mood and I thought he learned something.

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

... I was ...

200-28

About August 27 Baker of the Bureau of Public Roads sent us an abrupt letter that they would not help us more with the engineering sections of soil surveys. I protested the suddenness of this and in subsequent conferences he agreed to a tapering off period. I did have the feeling that he was under pressure.

On August 30 I had the unhappy duty to attend a reception for Dr. Brady and his wife whose last day in USDA was to be September 1. About the same time Dr. John Douglass started to work for Dr. Smith on the new system. For this he had good talent.

Things were getting so difficult that I was then unable to work off my tensions in the garden alone. I wasn't even sure that I could keep my temper. So I decided to make a revision in our basement to handle my large office library. This took a considerable rearrangement and rewiring to say nothing of a lot of carpentry work.

In early September as the Carnegie Study work went into a period of "waiting for proof" the Soil Survey work became very heavy indeed. Smith and Simonson did not agree easily. Simonson seemed to tire easily and had many days off for sick leave. I began to question whether his morale would ever recover from the change in correlation procedures. It never had recovered from the move to SCS. Twice I had strongly recommended him for a Distinguished Service Award. But it was turned down in favor of lesser men. Since Smith had been president of the Soil Science Society and received the Department Gold Medal, he had lost much of his "humility." One day he even complained to me bitterly about how much harder he had to work than others!! *Beards*

Simonson and his staff struggled for perfection in soil correlation nearly to the point of absurdity. About September 8 I finally nearly reach^d the breaking point and had a talk with that staff about what they must do. I explained that even though we might have a few small errors in the next 100 soil correlations, they must prepare to give greater guidance to the field so that the following 1,500 soil correlations can be much improved. I directed them to prepare a procedure manual on soil correlation to replace several memoranda.

The week of September 13 we had the meeting of the principal soil correlators at Hyattsville where we had the most complete file on soil series and where I would have the least interruptions. These meetings were not easy to handle. Smith, Simonson, Carlisle, and the principal soil correlators knew far more about the thousands of details than I did. Yet when they got into sharp disputes I had to settle the matter.

Tuesday afternoon, September 14, Don Williams called me to say that the Soil Survey was cut by the USDA budget committee about \$3,500,000. He said vaguely that he would work on it.

When I returned to my office Friday, September 17 Williams was not there and no appeal had been arranged. I went over all the figures for SCS and found no other significant cuts. I called Joe Robertson and told him the facts. He was jolted and amazed and urged that I put in an appeal the next Monday morning. I began to work on it. Saturday I called Don Williams and he agreed.

Up to that date nothing had been said about Brady's replacement. A high proportion of the scholars in ARS and ERS (the old BAE) were then resigning or retiring. Very few good men were taking their places.

1965

Dorny, Heinen, and Hollis Williams helped me and we sent over on Monday, September 20 a very strong appeal on the Soil Survey. The next day I had a detailed talk about it with Assistant Secretary John Baker. It was becoming obvious by then that Baker's influence with the Secretary had declined. On Friday the 24th I had word that the Soil Survey cut, made by John A. Schnittker, Undersecretary, and chairman of the USDA Budget Committee, had been restored. (Later it turned out that this was on paper only. I made a grave error by omitting to explain the whole matter to my friends in the Bureau of the Budget at that point.)

Beginning September 27 we had the annual meeting of state conservationists at another out-of-the-way resort hotel -- Atwood Lake near New Philadelphia, Ohio. During this meeting John Oliver of the Development and Resources Corporation of New York called me and offered me an excellent salary to head their new office at Davis, California, which I refused.

Some state conservationists protested about certain ones of their soil scientists not being on our approved list to help with soil correlations. Apparently this had become a matter of prestige. It was a good thing that we made such a list.

Someone, probably Don Williams, planted a resolution at this meeting for still another study of the Soil Survey! We needed this like a hole in the head. I was then completely persuaded that this was inspired entirely by jealousy of me personally in the front office, just as Robertson and Brady had explained. But I tried to remember that in the federal government only the very good and the very bad got investigated. I recalled the example of TVA and, more recently, of the

Forest Service. When an agency does very well the others become extremely jealous. This new investigation was supposed to look into costs. All of the significant possibilities for cost reduction were included in the previous excellent study which had simply recommended the steps that I had been trying to get adopted for the past 15 years. It was very gratifying that very few, if any, of the state conservationists shared the views of the front office. They were becoming increasingly proud of their soil surveys. Several said to others in my presence, "We used to think we were making soil surveys; now we know that we didn't know what a soil survey was."

To look ahead a bit, Mr. Williams paid little attention to my recommendation for members on this committee and it turned out to be a very weak one. It included Mendell of Iowa (then in his dotage); Taft of Kentucky, a new state conservationist; McCormack, state soil scientist of Ohio; Louis Derr of my office; Koechley of my office; a Minott Silliman; and Gladwin Young as chairman. Silliman had been an area conservationist in Illinois and an assistant state conservationist in Wisconsin. For some reason that I never understood Val Silkett had tried to bring him into the Washington office of the Planning Division. J. C. Dykes would never approve but he came in after Dykes left. At some time in his life he had taken a course in public speaking yet he was incapable of thought. Young, of course, knew nothing about the work.

I became very disappointed with Derr on this job. He knew what should be done, but he had no administrative guts at all. Derr had had a training period ^{in the Washington office} as Acting Assistant Director of Operations for a year beginning August 30, 1956. We had been pleased with his industry. He

had done very well as state soil scientist in Oklahoma. When Roger Headley retired we offered the job to Derr and he had reported the previous September 12. McCormack of Ohio also disappointed me. He had great promise and was improving the work in Ohio. But he lacked balance. He would come out with the odd screwball proposal without thinking it through.

This left the big job to ~~Kon~~^Kchley, who kept me well informed.

In October the Secretary promulgated a very amusing rule. Employees of USDA might not take any part in baseball or football pools. Yet it continued to be his policy for people to be solicited on official time in their offices for the \$100 contributions to the Democratic party.

In early October Robertson called me over to explain that the President wanted a few people in the civilian agencies to be familiar with the work of the Defense Department as it related to aerial photography and maps. I was to be chairman of a group of three including a man from the Forest Service and one from the ASCS to go for the briefing. We went on October 8 to a place in the Army Map Service. We, along with a man from Commerce, were carefully conducted through three steel doors with combination locks. When we were seated we were given the usual admonitions plus a statement that before we could receive this material we had to agree not to visit about 7 or 8 countries. Neither the man from Commerce nor I would agree to this, which held up proceedings for over a half hour while the chairman called the CIA. Finally word came back that we could have clearances for these countries on official travel. Since the countries were not vacation spots we agreed. We were shown some amazing things that made one wonder about the slogan, "The peaceful uses of outer space."

On October 11 I had another long conference with Dr. Baker of the Bureau of Public Roads, and his staff, about their gradual withdrawal from the cooperative work on the engineering-test data and their interpretation.

On October 13 I made a quick trip to the University of Kentucky primarily to give an address as a part of their centennial celebration. The program dealt with food and I spoke on Development of world resources for food: A challenge to land-grant universities. On the whole the committee had arranged some interesting programs. I also took advantage of the opportunity to talk with the state SCS staff at Kentucky and especially with R. E. Daniell, the new state soil scientist. At the University I also gave a seminar for people in crops and soils on the historical development of soil survey and of soil classification. I returned home by way of Charlottesville.

The following Monday, October 18 I attended a meeting of the Agricultural Research Institute in the National Research Council and gave an address on Fertility and management of tropical soils. I had spent a great deal of time on this paper and it turned out to be useful to many people for quite a while.

The proof on the book came from the printers October 21 and I worked on it feverishly with help from Mrs. Orpwood and Mommy. As usual McGraw-Hill wanted the proofs back quickly and the index. The index was already in quite good shape except for the proper page numbers.

During the first week of November the Soil Science Society of American had a joint meeting with the American Society of Planning Officials

...with a

... ..

... ..

...

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

at its regular meeting in Columbus. This was the sort of effort I had urged in my anniversary address to the Society in 1961. I had prepared an introductory lecture for the symposium on Soil surveys for community planning in which I had explained the evolution of this work in the Soil Survey. Because of the urgency of winding up the proofs and index for the book on the colleges I was unable to attend so Bill Johnson read my paper.

Klingebiel had done much of the spade work for this symposium which was published in hard covers by the Society as Soil surveys and land-use planning (196 pp. illus. Madison, 1966). A later joint symposium was published by the other society as Soils and land-use planning (44 pp. illus. Chicago, 1966 precessed).

The engineering data we had been accumulating since 1950 had made these kinds of interpretations possible. It was also clear that many army officers had used the terrain intelligence maps that we had prepared during World War II. Some of these men became planners and city officials and were already prepared.

Earlier in the year I had received an invitation to give a series of lectures in Canada under the auspices of the Canadian Institute of Agriculture. They said the program was just being initiated and they wanted me to ^{be} the first "distinguished" speaker. In two trips I was to speak in all of the provinces. This would have required about three weeks of leave without pay and the fee that they offered me would have been ^{just} about half of the salary I would have forfeited. Nor could I see how I could possibly take on another heavy load of writing and lecturing. I did the best I could to explain this to some of my Canadian friends.

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

I returned the proof and the index for the book to McGraw-Hill early in November.

On Veteran's Day, November 11 I went to Cornell and had a long session with their "President's Committee to study the college of agriculture." I took along an extra copy of the proof of the book which they took turns reading in the evening. This was a strenuous session. For more than eight hours I answered the questions of this committee with the whole thing being taped. On Saturday afternoon I spent some time in the library and with Brady and Cline.

On Sunday Dr. Kennedy and I were driven to Syracuse where we took the plane for Minneapolis to attend the annual meeting of the National Association of State Universities and Land-Grant Colleges. I gave an address on Undergraduate education in the school of agriculture.

I also attended a very poor session on the general topic of what the colleges of agriculture should do about resources. The only sensible statement made from the platform was made by Dr. G. F. Dow of Maine. Since this was my last opportunity as a "college member" (from the University of Maryland) to speak I made a short highly critical speech of the lack of interest in resources and resource planning, which really stirred up the animals. Several jumped on me about it but an equal number spoke in rebuttal and supported me. At another session Undersecretary Schnittker made a very poor speech and Roseman a very good one.

I was back in my office on November 17 with a lot of writing to do. Gradually we began to break up the Study office. For want of space at home I brought home only the more critical papers and left the others in the archives of the University. Proof on the preface of the book

was returned on November 27. We closed the office and I went off the payroll of the Stucy as of November 30.

On December 1 I gave my usual lecture to Dr. Trelogan's class for advanced research methods in economics on the Two cultures and reading. I spent the next two days in Raleigh, North Carolina for a regular meeting of the Advisory Committee for the Public Affairs Institute. Schnittker made about the same speech to a small group at Raleigh that he had made at Minnesota. It did not go over. (That day my annual salary went to \$24,500.)

When I returned I found we had serious trouble at Ft. Worth. One of our presumably top soil scientists was having an affair with one of the secretaries although both were married and had living spouses. It was to take about six months to get this cleaned up after I gave the man a chance to clean it up or resign.

On the 7th of December I flew to New Mexico and had excellent conferences with the good staff at the state office. We had a long seminar on the soil survey and its relationship to community and area planning.

The next day we drove from Albuquerque to Hobbs for the meeting of the state association of soil conservation district supervisors. They were a friendly bunch and fixed me up with the governor's suite at the hotel. I went down to breakfast early as usual and noticed a group of men dressed like farmers at a round table. So I thought I would get acquainted. I said, "Is this a private session or can anyone get in?" They invited me to sit down. In a few minutes it became clear that these were the wealthiest men in the oil town. Instead of waking their wives they ate together here. One took the bill for the whole table Mondays,

• 1971 1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040 2041 2042 2043 2044 2045 2046 2047 2048 2049 2050 2051 2052 2053 2054 2055 2056 2057 2058 2059 2060 2061 2062 2063 2064 2065 2066 2067 2068 2069 2070 2071 2072 2073 2074 2075 2076 2077 2078 2079 2080 2081 2082 2083 2084 2085 2086 2087 2088 2089 2090 2091 2092 2093 2094 2095 2096 2097 2098 2099 2100 2101 2102 2103 2104 2105 2106 2107 2108 2109 2110 2111 2112 2113 2114 2115 2116 2117 2118 2119 2120 2121 2122 2123 2124 2125 2126 2127 2128 2129 2130 2131 2132 2133 2134 2135 2136 2137 2138 2139 2140 2141 2142 2143 2144 2145 2146 2147 2148 2149 2150 2151 2152 2153 2154 2155 2156 2157 2158 2159 2160 2161 2162 2163 2164 2165 2166 2167 2168 2169 2170 2171 2172 2173 2174 2175 2176 2177 2178 2179 2180 2181 2182 2183 2184 2185 2186 2187 2188 2189 2190 2191 2192 2193 2194 2195 2196 2197 2198 2199 2200 2201 2202 2203 2204 2205 2206 2207 2208 2209 2210 2211 2212 2213 2214 2215 2216 2217 2218 2219 2220 2221 2222 2223 2224 2225 2226 2227 2228 2229 2230 2231 2232 2233 2234 2235 2236 2237 2238 2239 2240 2241 2242 2243 2244 2245 2246 2247 2248 2249 2250 2251 2252 2253 2254 2255 2256 2257 2258 2259 2260 2261 2262 2263 2264 2265 2266 2267 2268 2269 2270 2271 2272 2273 2274 2275 2276 2277 2278 2279 2280 2281 2282 2283 2284 2285 2286 2287 2288 2289 2290 2291 2292 2293 2294 2295 2296 2297 2298 2299 2300 2301 2302 2303 2304 2305 2306 2307 2308 2309 2310 2311 2312 2313 2314 2315 2316 2317 2318 2319 2320 2321 2322 2323 2324 2325 2326 2327 2328 2329 2330 2331 2332 2333 2334 2335 2336 2337 2338 2339 2340 2341 2342 2343 2344 2345 2346 2347 2348 2349 2350 2351 2352 2353 2354 2355 2356 2357 2358 2359 2360 2361 2362 2363 2364 2365 2366 2367 2368 2369 2370 2371 2372 2373 2374 2375 2376 2377 2378 2379 2380 2381 2382 2383 2384 2385 2386 2387 2388 2389 2390 2391 2392 2393 2394 2395 2396 2397 2398 2399 2400 2401 2402 2403 2404 2405 2406 2407 2408 2409 2410 2411 2412 2413 2414 2415 2416 2417 2418 2419 2420 2421 2422 2423 2424 2425 2426 2427 2428 2429 2430 2431 2432 2433 2434 2435 2436 2437 2438 2439 2440 2441 2442 2443 2444 2445 2446 2447 2448 2449 2450 2451 2452 2453 2454 2455 2456 2457 2458 2459 2460 2461 2462 2463 2464 2465 2466 2467 2468 2469 2470 2471 2472 2473 2474 2475 2476 2477 2478 2479 2480 2481 2482 2483 2484 2485 2486 2487 2488 2489 2490 2491 2492 2493 2494 2495 2496 2497 2498 2499 2500 2501 2502 2503 2504 2505 2506 2507 2508 2509 2510 2511 2512 2513 2514 2515 2516 2517 2518 2519 2520 2521 2522 2523 2524 2525 2526 2527 2528 2529 2530 2531 2532 2533 2534 2535 2536 2537 2538 2539 2540 2541 2542 2543 2544 2545 2546 2547 2548 2549 2550 2551 2552 2553 2554 2555 2556 2557 2558 2559 2560 2561 2562 2563 2564 2565 2566 2567 2568 2569 2570 2571 2572 2573 2574 2575 2576 2577 2578 2579 2580 2581 2582 2583 2584 2585 2586 2587 2588 2589 2590 2591 2592 2593 2594 2595 2596 2597 2598 2599 2600 2601 2602 2603 2604 2605 2606 2607 2608 2609 2610 2611 2612 2613 2614 2615 2616 2617 2618 2619 2620 2621 2622 2623 2624 2625 2626 2627 2628 2629 2630 2631 2632 2633 2634 2635 2636 2637 2638 2639 2640 2641 2642 2643 2644 2645 2646 2647 2648 2649 2650 2651 2652 2653 2654 2655 2656 2657 2658 2659 2660 2661 2662 2663 2664 2665 2666 2667 2668 2669 2670 2671 2672 2673 2674 2675 2676 2677 2678 2679 2680 2681 2682 2683 2684 2685 2686 2687 2688 2689 2690 2691 2692 2693 2694 2695 2696 2697 2698 2699 2700 2701 2702 2703 2704 2705 2706 2707 2708 2709 2710 2711 2712 2713 2714 2715 2716 2717 2718 2719 2720 2721 2722 2723 2724 2725 2726 2727 2728 2729 2730 2731 2732 2733 2734 2735 2736 2737 2738 2739 2740 2741 2742 2743 2744 2745 2746 2747 2748 2749 2750 2751 2752 2753 2754 2755 2756 2757 2758 2759 2760 2761 2762 2763 2764 2765 2766 2767 2768 2769 2770 2771 2772 2773 2774 2775 2776 2777 2778 2779 2780 2781 2782 2783 2784 2785 2786 2787 2788 27

another Tuesdays, and so on. Some were members of the state legislature. They showed me pictures of their places and then asked me about my work. I drew their attention to the fine exhibits of local soil surveys out in the hall, In fact, I had a lot of fun and got in some good licks for the Soil Survey and the New Mexico Agricultural College. As I left they insisted I come back the next morning but I explained that I had to have breakfast and give a talk to all the employees of the Soil Conservation Service at the meeting. One said, "You know they wont be up at 6:00." I simply replied, "They will be there."

I spoke that day on Soil science and resource planning: The role of soil and water conservation districts. I think it went over very well. Because of the nice exhibits I greatly briefed the part on soils and talked about the need for education. I said, "Please invite me back to Hobbs in a couple or three years to help you dedicate your new junior college." They have the money and several were interested, but probably not enough.

I had many nice talks with several of the district supervisors including the Democrat candidate for Governor. That evening our state conservationist, Iner Roget, said to me, "How do you account for it? You're having more fun here than anyone else." And I really did. The next morning the Service people all ate together and I talked to them about the history of agriculture, education, economic development, training needs in the Service, and self-directed study. We began about 6:00 A.M. I had my bags all packed, went to the airport a bit after 8:00 A.M. and got home Saturday, December 11.

12-1965

When I returned to my office on Monday, December 13 I found that the Bureau of the Budget had cut the Soil Survey \$3,500,000. My friends in the Budget Bureau scolded me for not warning them, much earlier of Schnittker's attitude. Drastic cuts had been arranged directly between John Schnittker and the Budget Director in appropriations for ARS, research grants to experiment stations, and the Soil Survey. Neither Freeman nor Schnittker had any use for science. So now I had my work cut out for me. Then too, I felt uncertain about getting much help from the front office of SCS.

That afternoon Gladwin Young got together this new committee and had me in. He started by saying that we were probably 25 years behind times. What an absurd statement, when our Soil Survey is the envy of most ministers of agriculture in the world. We have a continual stream of foreign soil scientists studying our work to say nothing of the help we give through correspondence to the advanced countries as well as the undeveloped ones. Obviously Young was setting out wholly to try to embarrass me. It's the old story: He was getting old; he had doubts about his religion; he was beginning to wonder if his hereafter will be only what he leaves in this world and he had nothing to leave. Already I had seen this thing happen to many retirees of the Department and universities who left full of bitterness.

Next he reiterated an old fallacy: 90 percent of the use of a soil survey is made while it is going on. Actually only a tiny bit of use, one to ten percent, is made of any soil survey until it is published. Very few people can read copies of field sheets. Further there is a great danger in getting out advanced copies to county planning boards. First

of all there are many errors until the maps and descriptions are processed. More important, in a high percentage of the counties with increasing population, is the close tie between the county planning boards and the real estate people. Scandals about this had been rampant all around the Washington area. Such advanced copies give the real estate people excellent opportunities to filch both buyers and sellers.

On December 17 Miss Mahoney of Carnegie Corporation, together with an associate, visited me to work out a system for promoting the book on the colleges. I had not used all of the grant given me partly because Knapp left early but mainly because I know how foundations dislike to have people come back for more money. Miss Mahoney told me to leave the money there and they would use it to buy books. I had already given her copies of what I furnished McGraw-Hill and they wanted more names. She planned to arrange for Joe Ackerman to send out copies with a letter to a large list of people and through ex-Governor Sanford of North Carolina to all state governors. Mr. Harper Simms of SCS Information also helped with the lists.

The next day the lumber came for my bookcases and I went to work on the job for much of the rest of the year.

Sometime after Christmas E. L. Peterson, former Assistant Secretary of Agriculture came in for a chat. He complained about his job. I asked him, "Are you trying to tell me you would like another job?" He said, "Yes, if I could find something challenging." We talked for awhile and I got his home address and telephone number. When he left I wrote a long letter about him to John Oliver. (And it worked.)

Also near the end of December Williams told us that he was planning on another team going to India and a trip for himself!

At the end of the year I started another period of wondering about the book. The publication date had been moved into February.

I remembered too that I had had the heat and massage treatments on my back, and special exercise, every night at home between 1943 and 1953, and three nights per week since then!

1966.

This year began with more work on the large bookcases that could house my office books in the basement.

Mohagen continued to write memos to me for Williams' signature about Dr. Cline's joint appointment of long standing. Fortunately, however, Dr. Brady had explained the whole matter to Joe Robertson and asked him to make a formal request from the CSC as to whether or not this continuation was proper. The Commission replied that it was proper, which should end the matter for a while anyway.

On January 5 Leo Anderson called on me and asked just what kind of a job in the Development and Resources Corporation I had in mind for Mr. Peterson. I explained that I had no particular job in mind but that men as good as he was are rarely available. It became clear that Leo and John Oliver had been having some difficulty. Leo had resigned and returned to his home in Fargo, which explained the offer they made to me the previous summer. I never discussed this with Leo and probably he did not know about it. Lillienthal had patched up the difficulties and Leo was back as vice president for agriculture and Peterson was offered a position with Leo at Davis, California, which he accepted.

In January Ray Walker, Sutton, and John Douglass went to India to make another quick look at the scheme Don Williams was developing. Douglass was the only one that had had any useful previous experience. Williams announced that he also expected to go to India "to study their food (sic) problem."

On January 9 I finished the new bookcases in my basement and had only the lights to install.

24. 1968
On January 11 I went to a retirement party for Dr. Bushrod Allin. This was a sad affair. Bush had been on sick leave for some time and was getting worse. His memory was already badly deteriorated.

On January 13 I had another visit with E. L. Peterson, and later in the day with a French soil scientist now in a high position in the French Ministry of Agriculture, somewhat similar to that of Professor Demolon in the 1930's and 1940's. His name was M. Drovineau. In 1938 while a young^g man, he took me on a pleasant tour of the perfumeries near Cap d'Antibes. Somehow he had the idea that the Belgian soil survey was only theoretical. I explained to him that he had been badly misinformed and I urged him by all means to visit Professor Tavernier whose experience and counsel could be helpful to the new soil survey program they were planning in France for community development.

For some reason correspondence was very heavy this January and I had many speeches to prepare, sometimes in a hurry. One day I had a call from the secretary of Congressman W. M. McCulloch of Ohio telling me that the congressman would be in his Ohio office for the next 45 minutes and he had to have an appropriate speech for a big "do" being put on by the Chamber of Commerce to introduce the newly published soil survey of Allen County. Fortunately a copy was lying on my table. I made a few notes from it, called her back, and dictated the speech while my secretary also took notes. I learned later from our people in Ohio that it turned out very well.

On January 18 I gave an illustrated lecture at Notre Dame on Tropical soils under the NSF program. In addition I conducted an evening seminar with the faculty and graduate students in the earth sciences and biology.

Naturally I worried a great deal over the Soil Survey budget. Dorny told me that he thought Williams might be as much to blame for the enormous cut as the Undersecretary but I didn't think so. Williams' main interest was in watersheds. He also pushed the resource conservation and development projects but only because Freeman was interested in them.

John Baker asked some of us about this time to suggest items for a USDA reorganization, which we gave him. I felt that the Federal Extension Service should be transferred to Baker's group and that the Office of Economic Advisor to the Secretary should have no administrative authority whatever over economic research and statistics. As I expected nothing came of these, partly because Baker had lost his influence with Freeman.

Since the men I had recommended to take Brady's former position had all turned it down his old duties were added to those of Dr. George L. Mehren, Assistant Secretary for Marketing and Consumer Service. Mehren was an economist and a bright outspoken man.

On January 25 I spent nearly all day with a long seminar-lecture for supervisors of District of Columbia school teachers on the elementary principles and applications of soil science and how young people could have their interest stimulated.

At that time the Administration insisted that we reduce our files. I took home my photographs and sorted them out and a good many files and books. Also during the last week of January I had many visitors including Charles Hardin.

The Washington area had a severe snowstorm during all of Saturday and Sunday January 29 and 30. Everyone was advised to stay home Monday

only a small number of people are able to do this.

It is not a matter of degree, but of kind.

There is a difference between the two.

One is a matter of degree, the other is a matter of kind.

There is a difference between the two.

One is a matter of degree, the other is a matter of kind.

There is a difference between the two.

One is a matter of degree, the other is a matter of kind.

There is a difference between the two.

One is a matter of degree, the other is a matter of kind.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

There is a difference between the two.

while the roads and airports were cleared. This gave me an excellent period for sorting photographs and other work at home.

I had planned to go to Urbana, Illinois January 31. Instead I went on Tuesday, February 1. The trip to Chicago was fine but I had to go from Chicago to Urbana on a crowded airport limosine. I spent the rest of that day, all of the next day, and part of the following one with the soil scientists of the state. In addition I had short conferences with Dean O. G. Bentley and Dr. M. D. Thorne, head of the Agronomy Department. I had dinner with M. B. Russell.

I was back in my office February 4 and had some problems on the budget planning since Williams was away and Campbell, in charge of that work, and Gladwin Young were unable to communicate with one another.

On February 7 I received my first copy of The college of agriculture: Science in the public service from McGraw-Hill. They told me that the publication date would be February 28. It was a small, nice looking book.

On February 9 I had a long and pleasant conference with a group of state geologists. In all but a few of the states our relations with these people were excellent and mutually beneficial. The one in Texas was jealous of what we were doing and a few of our state conservationists had handled their relations poorly or even ignored the state geologists. Prompted by the man in Texas, at the previous annual meeting of state geologists a committee was established to look into the situation. Fortunately excellent men were chosen and we had a useful discussion. Following this I sent a long and detailed memorandum to each state conservationist explaining the whole matter and giving examples of the benefits from close cooperation with the state geologists.

3-20-1950

I spent much of the week of February 14 on the budget. The Secretary and his staff were given a very rough time before the sub-committee of the House for appropriations for Agriculture. For one thing the Secretary had used large sums, appropriated for other purposes, to set up a wholly unnecessary agency called Rural Community Development Service, and mainly with political appointees. The congressmen simply insulted Baker about this. They also were violently opposed to the cuts in research and extension.

I figured out some questions and answers that were placed in the hands of committee members. Brady and some of the others talked with committee members.

That same week I had a confidential inquiry from Dr. Ignatieff for a list of qualified American soil scientists to head the Soil Branch of FAO. They wanted the man's first specialization to be in soil classification but also to be strong in soil fertility and management, which didn't give me many degrees of freedom. From the Soil Survey I recommended Johnson, McClelland, and Bartelli. Also I recommended a few from the universities.

On February 21 we had an excellent hearing before the House committee. The lowest ranking Republican member, Odin Langen of Minnesota, and the lowest ranking Democratic member, W. R. Hull of Missouri, were very well informed on the Soil Survey and made fine speeches. No one spoke unfavorably. I did not dare hope that the whole \$3,600,000 would be restored but I felt sure that much of it would be. (Actually the Senate was less favorable and the hearing was poorly attended so that we ended up with \$2,000,000 restored and a \$1,600,000 cut.) Worst of all, however, they made it a financial project. In

former years we had paid for about 1/3 or more of the costs of publications and special equipment with unused funds from other projects. On the other hand a lot of people had charged their time to the Soil Survey erroneously. So that my only real trouble was with the ceiling on total expenditures and the unwillingness of Williams to make enough reductions in field mapping to give us the necessary funds for printing.

Beginning in February and running along for several weeks, I insisted on a show down with the attitude of the range conservationists against the publication of forage yields. They wanted either nothing or yield figures for total vegetation including cactus and shrubs. I insisted that we should include usable forage yields or eliminate the range section from the published soil survey. It was decided that we would include yields of usable forage and the appropriate memorandum went to the field. Only a few of these men had much scientific training. And except for those with good training, they were afraid that the published soil surveys would make their services unnecessary!

By the beginning of March I had most of the files and books moved from the office to my home and sorted out.

Beginning about March and off and on for over a year I had minor quarrels with the Bureau of the Budget over coordination of cartographic work in the federal government. Interior was trying to get an administrative responsibility that I much objected to. Gradually we got that reduced to a professional basis of simple leadership and discussion. But it took a lot of time.

The new book was very slow coming out of McGraw-Hill because New York had a long subway strike from which the mails did not recover

for a long time, mainly because only a few people were able to come to their offices and everything piled up.

In March I had many visitors including representatives from agricultural businesses planning to expand their sales and services overseas.

Despite the vicious cuts Freeman's office had initiated I had to work on an article to be published under his name explaining what a wonderful program the Department had in soil survey and its enormous benefits to people on farms and in new communities. Of course it was simply an attempt to cover up and counteract congressional criticism of the cut. Many reporters were commenting on the "credibility gap" of the President. That of Freeman was ever^{so} much wider. I don't know how many stories he had his staff get out on the Soil Survey. I saw only two or three.

Beginning in 1965 or so and running on I had many letters from students asking where they could study tropical soils. At least a few of these were Peace Corps boys. A good deal of it had been stimulated by recent popular papers of mine and others. In March I had callers from the University of Wisconsin and later discussions with Cornell, the University of Missouri, and others.

During all of these months in early 1966 and running into 1967 I had to waste a lot of time in explaining the simplest principles of the nature, the production, and the application of soil surveys to Gladwin Young and his poor committee. The first draft of their report which was sent to the field was rejected almost unanimously by the state conservationists.

I had further conferences in early March with John Oliver, Leo Anderson, and about the new policy statement on FAO.

During the week of March 14 we had the principal soil correlators at Hyattsville for a thorough discussion of revisions in the new system of soil classification.

On Friday, March 18 I also had a long talk with E. L. Peterson about the soil survey program in the Ivory Coast and related matters.

The next day Robert and Joan came and we dug up azalea plants for him to set out at his new home. After they left on Sunday I transplanted several in our own garden.

Work on memos and taking care of visitors piled up almost beyond endurance the following week. Then too, I had agreed to give a brief garden lecture for taping in the evening of March 24 at the National Broadcasting Company studio. Just about everything went wrong with this that could have. A new and very stupid young woman in SCS Information acted as an intermediary. She had wrong both the time and the substance they wanted me to cover. I hurried home and over to the studio only to wait for a long time. Then I had to rewrite the script. I told Mr. Beattie, who looks after this work for the Department, that I would not help them again unless I worked directly with him. Obviously the results were not very good.

We were now getting a great many fine statements in the Congressional Record and elsewhere about the Soil Survey by senators, congressmen, and others. I helped with a part of them but most came from other sources.

Professor Dawson of Oregon sent me a general paper on soils and society for comment and to add a bibliography. What nerve! I wrote him a long and vigorous letter pointing out the many extreme deficiencies of

his paper. I get a great many letters of this sort from professors and graduate students asking me to do their library work for them but this was one of the worst.

The next Saturday was very busy in the garden. Dr. Dudal came out for dinner on Sunday and that afternoon I went to Ames, Iowa for a meeting of the Midwest Soil Survey Planning Conference. I was very glad that I could attend. Some of the men were making one or more very serious errors that increased the cost and reduced the quality of our soil surveys: (1) Arbitrary slope and erosion phases on contrasting soils regardless of any significance or lack of it to interpretations; (2) not checking field sheets in relation to legends during progress reviews; (3) following one or two characteristics blindly in the new system without considering their interactions with the many other characteristics; (4) failures and confusion about which circumstances justify a soil series difference and which only a phase difference; (5) serious confusion by limiting the criteria for soil drainage classes to mottling alone; and (6) confusion about the essential differences between groupings of kinds of soil according to suitability for some purpose as contrasted to limitations for a specific use. I had a very busy time and ended the conference with a speech on the last subject, which involved a bit of both constitutional and common law. We had discussions about the other subjects and they ended up with the definitions in the Manual without even realizing that they were doing it.

On April 4 I was back in the office to a lot of work. The next day I cut a long tape for the Department's radio service, in the form of questions and answers, about the main points of interest to young people in the new book about the colleges. This was used in many

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

... of the ...
... of the ...
...

Page 194

Midwest stations and I had some nice comments especially from Dean Butts of Purdue. Red Thompson, the resident dean at Iowa, wrote a very sly review for Science. He wrote that the book represented the "authors' ideas" knowing full well that they represented the ideas in the best colleges. He didn't have a basic education himself and appeared to not want his students to have one. He particularly objected to our recommendation for calculus for all students getting a B.S. degree.

On Wednesday, April 6 I had a full staff conference and went over in detail again the serious errors that showed up at the meeting in Ames. This staff conference was summarized in a six-page memorandum for the principal soil correlators and the directors and their staffs.

In early April a committee was established in the Service to prepare a draft policy statement on the Service work overseas. This turned out rather badly because none of the members of the committee had had any direct experience; however I did go to the trouble of summarizing my own experience to one of the members. (Attached memorandum to Louis E. Derr)

In early April Dr. Douglass and the others came back from India and prepared a "report" for AID and GOI. Douglass brought in the draft to me and I helped him correct the worst of the many errors. But when it came out later it was still badly worded.

The foreign work of the Service did not go well. A few selections of people were done well but most were not. For example, the assistant state soil scientist for Indiana, A. R. Grunewald, an extremely poor man for his rank, was selected without my knowledge for service in India. He failed completely and GOI refused to keep him beyond the initial 12 months. The SCS office in Indiana wanted to get rid of him

Louis E. Derr, Assistant Director, Soil
Survey Operations, SCS

April 13, 1966

Charles E. Kellogg, Deputy Administrator for Soil Survey, SCS

Technical Assistance abroad: High-quality Personnel

Traditionally for nearly 100 years the Department of Agriculture and the land-grant colleges have carried out considerable technical assistance. It was necessary to search the world for useful germ plasm. To use the results of research in other countries it was necessary to know on what kind of soils the research was done. It was necessary to know and understand the insects and diseases that might some day break out in the United States so that we would be prepared to deal with them. In connection with this kind of work Americans have helped scientists in many other countries. Then too, many of their young counterparts were stimulated to come here for advanced study in the Department or for graduate study in some of our universities.

With the passage of the Marshall Plan (Point IV) arrangements were made for technical assistance in Europe and in the African dependencies of metropolitan European powers. This work was enormously successful, partly because at this time the United States Government was able to attract many first-class people and mainly because assistance was given to countries with a high proportion of well educated and well trained people. This was at first considered a temporary program. Later the work was reorganized several times under different agency names. During this period formal technical assistance was expanded to the underdeveloped countries. For several reasons it became extraordinarily difficult to attract able men who could find rewarding permanent positions in the United States.

Although a great many people interested in technical assistance have emphasized the importance of high-quality people, broad minded people with good training, success in recruitment has been modest. The United States has two serious problems of staffing: (1) For the bilateral arrangements now being made through AID, and (2) for contributing to the multilateral arrangements developed under the agencies of United Nations, such as FAO.

In the universities and in the Department of Agriculture, administrators at all levels have a primary domestic mission to perform. For these they need high-quality people and the competition for such people has steadily increased. Certainly for the money spent the Rockefeller Foundation has accomplished more than is commonly accomplished under either the United States bilateral programs or the multilateral programs of the United Nations. Industry also is competing for high-quality people. The number of well qualified graduates has not increased at anything like the rate of the demand.

Subscription price, Five Dollars per Annum in Advance

Single Copies, Fifteen Cents

Entered as Second-Class Matter, May 2, 1890

Postage paid at Chicago, Ill., May 2, 1890

Acceptance for mailing at special rate of postage provided for in Act of October 3, 1917

Authorized by Act of October 3, 1917

Postmaster: This publication is published weekly

except on Sundays and public holidays

and is published at Chicago, Ill.

Copyright, 1917, by American Medical Association

Printed at the Chicago Press and Publishing Co., Chicago, Ill.

Second-class postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

Postage paid at Chicago, Ill.

More specifically in the Department of Agriculture, many administrators are cognizant of the fact that important members of Congress lack full sympathy for technical assistance that appears to help other countries improve their production of crops that are either in surplus within the United States or could be expanded if the world market expanded. Thus sometimes if a qualified man does leave the Department for a mission of improving agricultural development, the bureau, division, or section furnishing such a man may be subject to considerable criticism by people who have a lot to do with the support he gets for a vital domestic program. Criticism may also result from some inevitable weakening of his own domestic program if he releases a first-class man.

For several years many of these administrators, especially in the old-line agencies, have had great difficulty in getting approval for essential positions in the higher grades, especially Civil Service grades 13 to 18, inclusive. In the justifications for them, of course, emphasis is placed on the vital importance of the positions to the domestic program. Then someone comes along later and wants one of these top men for a foreign assignment. Even though the man may be ideally fitted to go, the administrator cannot easily say "Oh yes, we can get along without him." He has already worked hard to get him. And he is unlikely to have a trained replacement. So he is unlikely to release him. If the problem were faced frankly in a firm policy statement by the administration of the government, it should be possible to have a few extra positions in these higher grades for men in training who could substitute in a technical program for people going abroad. Experience has shown clearly that unless a man can work very effectively within his own country he has little or no chance of working effectively in a different country with an unfamiliar natural and social environment.

As a result, the Government of the United States has no firm, well understood policy about the kind of people who should be encouraged and released for technical assistance in bilateral and multilateral programs.

It seems to me that some progress with such a policy is an essential step in meeting the serious situation. The policy should be determined at the highest level and not left to the individual, pressed heads of bureaus, divisions, and sections all over the government. Attached is a rough draft of such a policy statement that could be issued by the President.

Attachment
CEKellogg:blr

Draft of an Executive Order from the White House to go to all the people reporting to the President who have qualified staff to assist in agricultural and economic development with friendly countries.

Both bilateral and multilateral technical assistance to friendly countries seeking aid has been decided as firm government policy at the highest levels of policy formation in the Government of the United States.

1. You and your officials will cooperate by making available on a voluntary basis, up to 10 percent of the upper 10 percent of your most skilled people regardless of present grade classification. These kind^y of people will be located by appraisals of their basic^c knowledge, of their production records on assigned work in the United States, and of their skills, methods of working, and personalities for service in other countries.

2. You will make the necessary adjustments in your organization charts and positions to have some high-level training positions, so that these high-quality people can be spared and their positions temporarily filled with the least possible impairment to the programs they now serve.

and he was selected as senior soil conservationist to go to Nigeria with a promotion!

I was very pleased, however, with the many greetings and kind words sent to me by my Indian friends through Dr. Douglass. He said to me, "Until this trip and reading your Journals I hadn't realized how much you liked the Indians."

From time to time in the spring of 1966 I had conferences with several people of the ESCOP committee and the Cooperative State Research Service about getting some funds added to the Hatch Act grants to the state experiment stations, earmarked for soil survey research. I realized that it was a long shot but it could help enormously to improve the ability of the states to cooperate.

I spent the evenings of April 14 and 15 and all day the 15th at Edinboro State College south of Erie, Pennsylvania as a NSF lecturer. This was a liberal arts college converted from a teacher's college and terribly handicapped by administration under the state department of education. The salaries of the staff depended mainly on years of experience including school teaching at all grades! I gave an illustrated lecture on tropical soils the first evening. The next day I lectured at two college classes, held a college seminar for advanced students and lectured to a class in the sixth grade about soils. I had dinner the second evening with a would-be Joyce scholar, a Mr. Thatz. After dinner I had a seminar about literature and so on at the dean's home. The whole was a bit sad. They had a few real promising students who would respond to inspiration, which they did not get.

April 1966

I was back in my office with more seminars on the new book and more visitors. The whole atmosphere in the Department was very tense just then. We got word on Friday, April 22 of the House action restoring \$2,000,000 of the \$3,600,000 of the cut made by Undersecretary Schnittker with the Director of the Bureau of the Budget.

That week Dr. John E. McClelland left for Turkey to attend a "Cento" conference on soil surveys including classification and interpretation. Jack was developing into an extremely good man.

On Monday, April 25 I spent a lot of time working on the FAO position paper. This was a cooperative venture among a few of us in Agriculture, State, and Interior.

Perhaps I was letting my imagination get away with me but for a few days while I was away the previous week and for the first two days of the next week my mail was about the lightest it had ever been. Was it being held? But then it returned to its old and large volume.

A young man, Lester Brown, who wrote such ridiculous stuff on the world Food Problem told Secretary Freeman that Brazil and the countries in South America were short of potential soil for farming and Freeman included this in a speech he gave at a Pan American conference in Brazil! Of course it was utterly ridiculous. Then Wadleigh and I had a letter to answer for Freeman that was sent to him by the Atomic Energy Commission. They were upbraiding him because with the new methods they have for taking the salt out of sea water more land could be irrigated. This of course compounded the silliness because all the South American countries have abundant potential arable soil that is well watered. I helped poor Wadleigh get all of this straightened out

in one letter. In addition I had a good many telephone calls about this silly statement of Freeman's since I had pointed out in the USDA Yearbook, Farmer's World that the total arable soil in the world could be about doubled. The figures were especially high for South America and for Africa south of the Sahara. But of course the position of Interior and of the AEC was simply and purely propaganda with the Congress to get more huge sums for large-scale demonstrations. Yet, of course, plants to take the salt out of sea water do have a place in crowded desert countries.

On April 27 Williams sent a few of us a copy of his plan for "Agricultural water management in India." It had several serious errors. The funniest one was the outline map on the cover showing India in black. In accordance with this map West Pakistan was a part of India but Assam and the Northeast Territories had been given up! The worst confusion in it was the consolidation of fragmented holdings and the statements saying that, "Essentially no research on the interrelationships of soil, water, and plants has been carried out in India;" and that "there is practically no university instruction in agricultural water management....." Of course neither statement was true although they didn't have enough research and teaching along this line or any other line in scientific agriculture.

Early in May we were getting letters back on the books that had been sent out. The funniest one was from Governor Babcock of Montana addressed to former Governor Sanford of North Carolina. It read as follows:

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

...the ... of the ...

" April 11, 1966

Dear Terry:

Thank you very much for your recent letter and the book, The College of Agriculture: Science in the Public Service.

I suspect that this is probably more of a problem in other regions of the United States than it is in Montana, since our rural people have a high level of educational attainment. However, I am sure that many of the conclusions reached would apply equally to Montana.

Again, thanks for your thoughtfulness in sending the book to me.

Kind personal regards,

Tim Babcock
Governor "

About this time I learned from the telegrams going over my desk that Director General Sen of FAO was saying that TVA should work with a special group of fertilizer companies advising with FAO. I didn't know whether Frank Parker had anything to do with this or not. But I called Lewis Nelson and we talked it over and agreed that under no circumstances should TVA do this.

Dr. Cline of Cornell had called me earlier that he needed a professor of tropical soil science. I talked with Dr. Drosdoff about this and he said he might be interested so I wrote a long letter to Marlin about him. I reminded Matt that I had told him when he came to his present job that I was going to try to find a position for him in soil science. He argued that his present position was important. I agreed but explained to him that with the extreme anti-intellectualism in the Secretary's Office he would not be able to do much. This seed was bound to grow.

~~May 9 I turned in the report of a small interagency committee I chaired about how to deal with situations whereby UNESCO invaded the fields of other UN agencies. (Copy attached.) But the Department of State was not fully cooperative.~~

I had started the previous November to rewrite our manual for authors of published soil surveys. I left it on my desk and wrote a paragraph or two at intervals. Since Mommy and I then planned to be in Europe during June I resolved to try to finish it in rough draft so the girls could have it typed for review by the staff during our planned three-week holiday in Florence, Zurich, Brussels, London, and Dublin.

I had written to friends in Brussels, London, and Dublin about our itinerary and offered to call on them provided we didn't discuss soil science or education.

On May 11 some people told me that they had tried to order the book from McGraw-Hill and were told that it was "out of stock" whatever that meant.

On May 16 Don Williams gave a report on India following his recent visit. Obviously the earlier report was not adopted so he wrote another one that brought in cooperation of other people. Yet he still planned to go ahead with the demonstrations on water management that seemed extraordinarily expensive to me.

On May 17 we again had the USDA award ceremony. These had greatly deteriorated although I was pleased to see Dr. Victor Boswell get the gold medal, which he should have had years ago. But I had no idea why several of the other^s got them.

On May 18 I had an offer of a professorship from the University of California but didn't feel that it would be in the public interest for me to leave at that time. That afternoon I went to Birmingham, Alabama. I spent the next day in Greene County, Alabama for a celebration marking the mapping of the last acre. In the forenoon our people took me to a big cattle farm in the "black belt." When I had first come into the Department these soils were used for cotton. In 1966 they were mainly used for grass. The little Negro cabins had disappeared. We called at a beautiful place with over 3,000 acres and a fine herd of herefords. In the big white house, new~~ly~~^{ly} built in the ante-bellum style, I saw three living rooms and there may have been more. The owner took me in his car around the whole community. He gave me the pedigree of the owner of each place and explained what a wonderful job he was doing. Not a word slipped about politics or Negroes.

Then we went over to a pavillion near an artificial lake for the ceremony where I spoke. I did hear that one person expected to come did not because the meeting was "integrated" -- one Negro farmer, two Negro teachers, and two or three Negroes on the extension staff. I was impressed with the local power structure. It must have been nice for those on the inside. Unhappily they had taken in the SCS staff.

During the week of May 23 I was able to complete the rough draft of the manual for authors of published soil surveys and prepared to be away for three weeks in Europe. Just before I left I had another conference with Drosdoff who then had an appointment to visit Cornell early in June.

About noon on May 30 our neighbors, the Thornes, took us to National Airport. At the Kennedy Airport we had a chat with Mary Alice, Jack, and the children. About 7:00 P.M. we left for Milan.

(The details of this journey are covered in the journal entitled A Joycean Holiday.)

On June 20 we returned from Europe after a pleasant holiday bringing books, a painting, and other nice things. Our garden boy had done a good job and things looked quite good.

On June 21 I was back at the office with my desk covered with things to read. On the following Thursday, June 23 I had a nice visit with a German young man, Bienroth. He had been visiting our work in the US for quite a little while. I was enormously impressed with him.

June 27 was the last day for my secretary Mrs. Ridenour. Mrs. Sawyer was to replace her. She was not well qualified but there were no better alternatives. It had always been hard to figure out why it was

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

...the ... of ...

-54-

so difficult to get good secretaries since the pay was so much higher than that for teachers. Part of the reason was that few of the men in the Service, including most of the deputy administrators, had had training and experience in dictation. Otherwise competent secretaries lost their skills. No one could have possibly carried the load I did without a great deal of dictation. *Later she did very well indeed*

I had a long talk again with Drosdoff and he had decided to take the position with Marlin Cline at Cornell. But of course there needed to be a long waiting period to be sure it was approved by the Board of Regents.

On July 1 my salary moved upward to \$25,040.

Gradually I caught up on the back correspondence.

I also had the job of cutting the Soil Survey by \$1,000,000. Very stupidly and irresponsibly Williams insisted on some cuts in correlation, editing, cartographic, and laboratory. Over the years the budget for printing and these items had increased very little beyond increases in salaries. Whereas the funds for field work had increased several fold, mainly as a result of individual decisions by state conservationists to add soil scientists instead of filling vacancies in other categories. Then too, watershed funds, Forest Service funds, and state and local funds increased a great deal. Nearly all of this was for field work. We were thus geared up to complete the field work only for about 75 counties annually and had the funds for printing less than 50. To make any sense all of the cuts and a bit more should have come in the field work. By straightening up the time reporting the states could easily

make up their cuts. But by not doing it this way the great imbalance would be made worse. Since it was out of the question to reduce the laboratory work, I made the major cuts by eliminating the range-soil and shelterbelt research. I also cut out the four writing specialists assigned to the four principal soil correlators. I worked closely with Carl Dorny who helped me all he could.

During July we had many good arguments in the committee working on the policy statement regarding FAO. Fortunately I was able to get the criticisms of FAO toned down a good deal.

Also I had to help Klingebiel a lot with some of his papers. Yet he worked hard and had done well. Guy Smith and I had recommended him to be elected a fellow of the American Society of Agronomy. He was elected.

In mid July Williams had a call from Robinson of North Carolina about services on a panel on tropical soils being organized at the direction of the President under the office of Science and Technology. The Department had no word about it nor had the Division of Biology and Agriculture of the National Research Council.

On July 13 I sent to Dr. Knoblauch a carefully worded memorandum on Hatch funds for field research to support the Soil Survey.

On July 26 I worked up a long memorandum to Gladwin Young on how we could carry out the very few recommendations of any consequence in the final draft of his Soil Survey committee report. The only important one was one that I had given him about updating the several hundred old but good soil surveys having line maps. Still the report could muddy the water with the emphasis on interim reports prior to publication. I took an enormous amount of time on this silly enterprise. Since he could not understand it he finally sent it down to me for editing.

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...
...the ... of ...

Although somewhat ironical I received the testimony of a new bill for soil surveys for community planning. (89th Congress, second session, July 14, 1966.) This document contained some very fine statements by many important people. The law was passed and signed by the President September 7 -- Public Law 89-560.

The Service found a way to improve its political relations with Congress. Two young men in SCS were given the congressional fellowships the previous year and another one for 1966. They consulted with the administrator about once a week on the current "official line" to take in the conversations with "people on the Hill."

Along about the 2nd of August many of us were called into the Secretary's staff conference by Assistant Secretary Mehren and given the word that we must cooperate with the OST (Office of Science and Technology) on the world food report the President requested even though all the chairmen and most of the panel members were selected prior to any consultation with the Department. The effort came under the President's science advisor with Dr. H. F. Robinsin, administrative dean for research of the University of North Carolina at Raleigh, as the arranger. Williams and I were called in to talk with Robinson and he certainly said the wrong things. He told Williams that they simply must have me for this work and especially for tropical soils. The effort was set up in 14 overlapping sub panels. The chairman of the one on tropical soils was J. G. Horsfall, director of a little station at New Haven, Connecticut. He lacked any qualifications but fortunately Brady, Cline, and Drosdoff were also members, which helped to counterbalance two other highly articulate but poor members. Dr. Lyle T. Alexander was to work with the panel dealing with fertilizers and the like and A. Clifford Orvedal with

the panel on soil and water resources headed by a very difficult man, Roger Revelle.

This whole enterprise took a great deal of my time and almost the full time of Orvedal and two other men for three months. At the first session of Orvedal's panel Revelle almost insulted him. Revelle was also a propagandist for Udall's saline water project. When I heard about this I called Dr. Mehren and explained the whole situation and how we came to have the only solid data in the world on soil resources through our world soil map project that had been going since the start of World War II. I said, "If Revelle is going to mess up our data we shall simply pull out." He replied, "I know how careless he is with facts. Don't approve anything you can't back up. I'll see what I can do." And he helped a great deal.

During the first week of August I had a nice conference with Dr. Pal, director of the Indian Institute for Agricultural Research at Delhi. Obviously he hadn't read the statement Williams had made about research in India.

On August 5 we had only very general hearings on budgets for 1968 in the Undersecretary's office. While Secretary Freeman was there Williams and others discussed the dangers of bringing back some of the land into wheat that still had an historical base for wheat. The emphasis was on erosion. I got a chance to put in a bit and made it clear that we had enormous acreages of potentially good arable soil now covered with brush and trees. I said, "Mr. Secretary if you could take a week in a car I could show you nearly 100,000,000 acres of it. Since we have such an abundance of good soil it seems a shame to bring back

1. The first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the first of these is the fact that the

the poor soil which would only lead to more rural poverty."

The following Tuesday I had a call from the Secretary's office for a brief statement on the potential of the Coastal Plain from Norfolk around to East Texas. One of the boys told me that after a Cabinet meeting a TV reporter interviewed the Secretary and he made the statement then that no one should be worried because the US had over 100,000,000 acres of potentially good soil not then being farmed.

On several occasions during the summer and autumn of 1966 either Dr. Smith or I had to go over to the OST for meetings of an ad hoc panel on the solid earth sciences. Since there were panels on nearly everything else to help get funds the geologists wanted in and they were anxious to have the soil scientists too.

I interviewed an SCS man named Bower who had been in Tunisia. He too had been selected without any consultation with my staff. He was a poor one. It was a great pity that such men were sent abroad.

On August 15 Paul Montgomery retired, to my regret in most ways. After word of this had gotten around I discovered that Clifford Orvedal would like to turn the world soil map over to John Rourke and come into this position. For about 20 years Orvedal had been doing a large amount of extremely important work but always under secret or top secret restrictions. I could see why he should like to be able to publish

Monday forenoon, August 15 Gladwin Young called a few of us into his office to explain that the Secretary would visit the top staff of the Service in the Administrator's office at 11:00 A.M., Wednesday, August 17. Several, including me, were asked to prepare five-minute statements. Mr. Young said he had made this plan with Mr. Williams by phone. Mr. Williams

would take five or ten minutes to explain the general purpose of the Service; we would have about five or six of these little five-minute talks; and then leave around 15 or 20 minutes for questions.

The Secretary came as scheduled and Mr. Williams gave a general talk and then described in detail all the functions of the Service with Dr. Whitt and Chet Francis holding the big organization chart. This rambled on for about 50 minutes.

He then called on Mohagen, Prange, and Bernard for some figures and then discussed these for another five or ten minutes.

The Secretary stayed until about 12:15 P.M. with few chances to ask questions which were answered by Mr. Williams.

This was a good example of the way Mr. Freeman almost completely isolated himself from the staff of the Department of Agriculture; and of Mr. Williams' fear of any possible competition from his own staff.

I learned that both Bill Johnson and Jack McClelland had declined any interest in the FAO position. Bartelli showed some interest.

On August 19 I had an interesting conference with Mr. Al Jarral, a provincial governor in Iraq.

I also had a letter from McGraw-Hill saying that they had sold 2,500 copies of the book on the colleges by August 1 but that may include all of those given away by Carnegie paid out of the remains of the grant, but I supposed not. Without my recommendation, the Service had bought about 60.

On Saturday, August 20 Mommy and I had a real treat to see Stephen D. at a local theatre. It was wonderfully well cast. All the words were from Joyce's Portrait of the Artist as a Young Man or Stephen Hero.

On August 21 I went to the Soil Science and Agronomy meetings at Stillwater, Oklahoma. That evening there was a closed conference on how to get high quality students interested in soils and crops. The chairman, Hoover of Mississippi, asked me to sit in and to summarize the speeches. Except for one by K. N. McFarland they were pretty god awful. I had these fellows in a closed session and I certainly went after them about poor counseling, weak courses, and so on. At their request I redictated this later for the minutes that were sent to the participants.

On Tuesday I gave a speech to the whole society, Education of soil scientists and crop scientists. The reception was very good indeed.

On the whole the individual sessions were not good. Many of the short technical papers were by young graduate students who spoke poorly. I jumped on to several of their professors about this and explained that they should have their boys try out their speeches at home first and not on the whole society.

At these meetings A. A. Klingebiel was made a fellow of the American Society of Agronomy. I had long thought that such honors served no purpose but since the soil scientists were eligible I had recommended several people in the Soil Survey over the years (as well as several in the colleges). The men in the Soil Survey included: J. W. Moon, 1946; J. K. Ableiter, 1950; Roy W. Simonson, 1952; R. D. Hockensmith, 1953; Marlin G. Cline, 1954; G. D. Smith, 1954; W. S. Ligon, 1955; E. H. Templin, 1958; W. M. Johnson, 1965; and A. A. Klingebiel, 1966.

I returned home August 26. Some very nice books had come. A first edition of Finnegans Wake with a dust jacket, the Egoist Press Ulysses with two laid-in corrections, and the Roth pirate of Ulysses in fine condition. Naturally the correspondence was piled high and

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

I had a lot to do on the food panel.

The following day John Rourke left for thirty days in Morocco, Spain, and Portugal for a meeting of Commission V of the International Society. Miller of the world soil map had just returned from two months in Alaska.

On September 9 we were told that some of the people in the Service were to move across the street in the Auditor's Building and that we would finally get a bit more space for Soil Survey.

Since the plant technologists were moving away I made a start toward getting a regular technical seminar under way, which took a long, long time.

I had many callers and a lot of speeches to write.

On the 23rd of September, in response to urgent pressure, Williams got out a memorandum about recruitment of Negroes. It was a rather foolish memorandum because much emphasis was placed on recruitment from the Negro colleges that do not teach soil science to amount to anything.

The week of September 26 we had the annual state conservationists meeting in the Annapolis Hotel in Washington. Like all the others this one was mixed. Except for Bathurst in Michigan the southern and western groups were best. The outstanding individuals among them were first Helseth, Roget, Sasser, and Bathurst. The next best group included Red Smith, Bill Heard, June Weber, and Davy. Our consultant, Quay, made an excellent presentation of the use of soil surveys in community planning. Minott Silliman made a fine speech on resource planning but it had no content. On top of that he asked Koechley to give the same speech to the cartographic heads who were meeting the following week in Lincoln!

Noon, October 4 I left for Lincoln and spent that day and the next two with the cartographic heads. They were a good bunch. I returned about noon October 6.

of the world's population.

It is estimated that about 1.5 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

1100.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

It is estimated that about 1 billion people live in the world.

Of these, about 1 billion live in the developing countries.

The remaining 500 million live in the developed countries.

Assistant Secretary Mehren asked me, through S. C. King, an assistant, to comment on a paper by Professor Bonnen of Michigan State, which was very critical of the agricultural establishment. I told him I would if he would keep it confidential. (Copy attached). Sometime later I discovered that he had had it xeroxed and circulated. When I called his office he wasn't in so I told his secretary to leave him a note about it and whether he was trying to get me fired. The day after King assured me that all copies had been withdrawn and accounted for.

During October I briefed Phalen, an SCS engineer, and Coover, state soil scientist in Texas, who were going to India for a two-year stint. I assigned Derr the onerous job of making the first draft of revisions of the memos affected by the recent Soil Survey Committee report.

This was an extremely busy month what with speeches to prepare, heavy correspondence, and many visitors.

On October 18 we had hearings in the Bureau of the Budget that went fine for the Soil Survey but very badly on planning. The boys in Budget just simply can't understand what the Service means by the word "planning." Then Mr. Williams turned around and said that the Service did not do any planning but only helped other people to plan! It was a very unsatisfactory hearing.

On October 21 I talked with Professor Rowe of the University of Oklahoma who was managing the short course in social science for Service people. Between them Berg and Young ruined the proposal I made earlier for six weeks of four solid courses: production economics, economics of development, psychology, and sociology. I wanted to have it at a good land-grant college where the boys would find a familiar atmosphere.

S. C. King, Acting Deputy Director of
Science and Education

October 7, 1966

Charles E. Kellogg, Deputy Administrator
for Soil Survey, SCS

Paper: Evaluation of Traditional Roles of Agricultural
Institutions by James T. Bonnen

R OFFICIAL USE ONLY

This is an excellent paper and brings forward sharply some of the basic difficulties in making progress in modern American agriculture. I have said a good many of the same things in my recent book, The College of Agriculture: Science in the Public Service, and elsewhere. I tried to word my suggestions much less harshly in the hopes of not offending people who are in a position to do something about the bad situation we have. Also I tried to give in more detail some of the basic reasons for our uncomfortable situation.

I cannot comment in any depth on his statements about the wars among the "agricultural organizations," such as the Farm Bureau and the Farmers Union, although I know the situation is not good.

I had known for a considerable time that the image of agriculture was bad but I had had no idea how bad until near the end of my Study when many people outside of the agricultural establishment looked at my manuscript and gave me helpful comments. Most urban people think that all students going to agricultural colleges are going to learn how to farm. Since the Department of Agriculture itself has implied that all agricultural labor is on farms, and that such labor is declining, these people feel that the agricultural colleges should be phased out. They think that all crops are in surplus and that all are subsidized by the government. They think that all of us in the agricultural establishment--the farm organizations, the Department, and the agricultural colleges--are highly conservative, quarrelsome, unimaginative, and indecisive. They think we do not do what we know we should do. Now these comments came from highly intelligent people with good educations who had had no previous opportunity to know anything about the broad segment of agriculture. On all such comments I wrote long letters explaining the situation as I understood it. In every instance I had nice replies and profuse thanks.

There are a whole host of basic reasons for the difficulties that Professor Bonnen talks about.

First of all, we in agriculture have completely refused, for some reason that I cannot understand, to recognize that a large part of

C. King, Acting Deputy Director of
Finance and Education

1. Definition of Traditional Roles of Agricultural
Producers by James I. Rouse

... Union, although I know the situation is not good.
... agricultural typewriter, such as the one shown in the
... cannot comment in any depth on his statements about the war.
... all some of the basic reasons for our uncomfortable situation.
... the bad situation we have. Also I tried to give in more
... of the outstanding people and the way to do something
... I tried to word my suggestions much less harshly in the
... of Agriculture; Science in the Public Service, and
... I have said a good many of the same things in my recent book.
... the difficulties in making progress in modern American agriculture.
... is an excellent book and helps to show the way.

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

the jobs in agriculture have been transferred from the farm to the towns and cities. Both the Department and the Council of Economic Advisors still use the terms "farm" and "agriculture" as complete synonyms. The Department of Agriculture has issued statements implying that 7 percent (sic) of the labor force furnishes the people of the United States with their food and fiber!!! According to the statistics in the recent report of the President's Council of Economic Advisors, as soon as a hoe hand in the cotton fields is transferred to making machines and chemicals he disappears completely from the agriculture sector! Actually, of course, about 35 to 37 percent of the American labor force is engaged full time in agriculture.

We still talk about agricultural land when we mean cropland. Most writing in our Department excludes from agricultural land any land not used for farming. This means that all of our experimental stations, agricultural colleges, stockyards, canning factories, fertilizer warehouses, and so on and so on, including the South Building of the Department of Agriculture, occupy land used for non-agricultural purposes!!

Most people in the agricultural establishment have been exceedingly slow to recognize the extraordinary urbanization of agriculture, including most commercial farming. The wife of the modern commercial farmer buys about as much in the chain food store as the wife of a New York stockbroker.

Our agricultural economists have dwelt at length on the amount of land released by the shift from horses and mules to tractors. Yet they are silent on the enormous amount of land released because of the great success of our food processing industry and the elimination of waste. Why? This intellectual failure is carried over into our foreign aid programs. Most of the emphasis in that program is to get cultivators to produce more food in their fields with little attention to the staggering wastes because of inadequate storage, transport, and processing, including refrigeration.

In the agricultural colleges only about 10 to 12 percent of the first degree graduates go into farming, including nurseries. The others enter some other phase of the agricultural sector. The better colleges have made considerable progress in improving their curricula. Their faculties now recognize that they are educating men who need as much basic mathematics, science, language, and the humanities as other educated men. Yet the Civil Service standards approved by the Department do not reflect these changes in curricula. In fact, most of the agricultural colleges now--all of the good ones--have generally, in one form or another, three broad options: (1) a scientific curriculum, (2) a business and economics curriculum, and (3) a so-called "production" curriculum. The first two are designed

for educating men and the third is a hang-over from earlier days. A student can get a B.S. degree in this third option with a very minimum of science, mathematics, language, and the humanities. Actually, there is little or no need for this curriculum in those colleges that have a good one or two-year short course for technicians. YET many of the college catalogs point out that one can graduate with a B.S. degree from this option and satisfy the Civil Service requirements for a professional position in the United States Department of Agriculture!! And with no preparation for either graduate study or self-directed study!!

For many years the Department of Agriculture was, in effect, a kind of national university. The early scientists, in cooperation with their colleagues in the colleges, laid the ground work for our modern American agriculture. Then following the farm depression after World War I, emphasis began to change toward direct farm programs. When Wallace became Secretary in the early 30's, many new organizations were started in the Department. This was, of course, a bit contrary to the understanding between the Department and the colleges when the Smith-Lever Act was passed. Because of his strong scientific orientation Mr. Wallace maintained and improved the scientific work of the Department. But when he left, this work gradually withered until now it is a side issue so far as Department policy is concerned. Actually our best scientists who are left could help with ideas for the so-called "action" programs as they did earlier. The Department no longer has the kind of high-level seminars that Wallace and Wilson sponsored nor the other aspects of an intellectual climate for research, especially for interdisciplinary research requiring close cooperation between natural and social scientists.

Partly as a hang-over from the old notion that all agriculture is farming and that farm people are not highly intellectual, and partly as a result of the changes since 1940, the rest of the scientific establishment does look down on agriculture. Some of this is fair and some is unfair. Many of the strongest intellectuals and scientists in the colleges look down on the people in the Department of Agriculture. They say they cannot tell from our publications when we are talking about science and when we are talking about politics. (And sometimes it is hard!) I am trying to say that the budget proposals of last January did shock scientists in the colleges very hard indeed but the ground work had already been laid. And why were the cuts so severe in research--in ARS, for the experiment stations, and in the Soil Survey? I do not know either.

Another aspect of Federal-State relations basic to much of the present confusion results from failures to pool the authorities over private land of the Federal government with those of State governments. I can recall that during a short period in the 1930's the

Federal government spent enough money in certain counties to have bought all the real and personal property in those counties. Except for the relief of individuals this did not do much good. Only the States, not the USDA, have authority to zone land unsuitable for farming out of that use. This is a very serious problem that we face now. As science and technology have gone forward, land formerly thought to be useful for farming is now not so used because the soils are unresponsive to modern methods. Other soils that were thought to be poor for farming 30 years ago are now known to be excellent for farming because of their high response to modern methods. There is no need for farmers to use soils poor for crops.

Yet the USDA clings to the historical base. We urgently need some scheme that will merge the powers under the Federal Constitution with those under State Constitutions. If this is not done, we shall continue to have thousands of farm families using soils for farming that are not suitable--for which there are no known combinations of practices to give competitive yields for the inputs. Now, of course, some of these soils will suffer from blowing and erosion; but the worst feature is that such use will contribute heavily to rural poverty. Yet we have in the United States well over 100 million acres of soils excellent for farming with our new methods but now covered with brush and trees.

This problem is solvable through interdisciplinary research between the natural and social scientists of the Department and the colleges. Formerly there was a great deal of this kind of research in the Department. I personally knew most of the economists of the Department who were capable of such kinds of intellectual effort. We had a great many joint seminars. I cannot even recall one on a major question during the past several years.

Personally I have a great deal of sympathy with Extension. It is common to criticize Extension. But this is because they are exposed. One firm conclusion I reached from my Study of the colleges was that in every land-grant college the quality of Extension parallels the quality of research and teaching. One does not see the scientist sitting back in the laboratory who has not had a new idea for 20 years. Nor does he see the professor using old, old notes and boring his students out of his class, out of the college of agriculture, and perhaps even out of the land-grant university.

Extension is the educational arm of the Department and of the colleges. In the Department they are essentially isolated from the few scholars left. They are isolated in a few of the colleges, but in only a few now. Some extension people still feel they must fight "rear-guard actions" to maintain their place. But not in the best colleges. Some colleges are beginning to have centers or institutes

[illegible]

The water feature is that such use will contribute heavily to
the fertility. For we have in the United States well over 100 million
acres of soils excellent for farming with our new methods but now
lost with brush and forest.

[illegible][illegible]

These colleges are beginning to have centers or institutes of research, or minor's thesis program, but none in the field of law. Some extensions might still have some light technical staff. They are located in a few of the villages, but none in the Department. They are administratively attached to the Department and are not independent. The Department will be the one to coordinate them.

on such things as renewable resources and quality of the environment. Where these include well-trained extension people, valuable programs are coming forward.

Frankly these trends raise serious questions whether or not research in the natural and social sciences can be administered in a Federal agency where the administration gives, perhaps necessarily, its major attention to immediate, politically charged "action" programs. In several advanced countries agricultural research is organized in a different ministry where there is an intellectual atmosphere for research and where long-time programs can be developed and carried through. In some of these countries their relations with extension people are highly effective. In others they are not.

This memorandum is over-long and perhaps over-frank. I was very pleased with Professor Bonnen's paper. I insisted that all of my senior staff read it. Personally I would not have written it so sharply. But I may be wrong. Maybe you do make better progress by first making people mad. But in my public statements I have explained these things with a minimum of sharpness, and with the reasons as I understand them in the hope that enough people would sense the serious anti-intellectualism into which we are drifting and see it in time. It is a pity for us to rest on our current knowledge. We have actually only begun to apply science to agriculture. We are especially backward in the use of the computer techniques for national, area, and community planning.

I was in France in 1947 and felt that the situation was nearly hopeless but look at France today. And look at their system of national planning. And when I do this I cannot avoid thinking the great wonders that could be done in the United States if someone could remove the lethargy from our agricultural establishment. Except for the use of economics in planning, we are better than the French and have ever so much more abundant resources.

to the extent that the quality of the environment is a factor in the selection of a site for a new plant, the quality of the environment is a factor in the selection of a site for a new plant.

...and where long-time programs can be developed and carried out. In some of these countries, however, the situation is different. In others they are not.

for national, area, and community planning. We are especially anxious to give it the greatest possible scope, we have actually only begun to apply it to our own work. It is a pity for us to rest on our current laurels. The various anti-fascist groups are still struggling as I understand them in the last vestige of their existence with things with a minimum of sharpness, and with the least active groups are, the in my opinion, the least sharp groups. But I am in strong. I would not have written it so far. I have read it. Personally I would not have written it so far. I was very over-long and perhaps over-frank. I was very

There was so much more abundant resources. The use of resources in planning, we are better than the French and hence the delivery from our agricultural establishment. Except for resources that could be done in the future which is being made. Finally, that what I do not want to say is that we are looking at the past but look at France today. And look at their system of national I see in France in 1945 and tell me the difference and I really hope.

The intent of the course would be to give the boys enough language and practice so they could read books and reports in those fields. It should have been designed for young men; but it turned out to be as a muddle of seminars for the older men. I explained to Professor Rowe what was really needed and why. I illustrated it with our Cornell Institute. Just as he left he said, "I wish I could do this all over again." To cap it off I heard later that Silliman would take the course and report on its quality, Oh God! Oh Montreal!

On October 25 I had an all-day session in the OST on tropical soils and agriculture.

The next day I went to the University of Minnesota and spoke to the entire extension staff and many of the faculty on Resource use and economic development: The role of the land-grant university. The speech went over very well partly because Cochrane and two other discussers raised questions, which gave me back the floor. I particularly emphasized the bad results of combining departments for interdisciplinary work. Dean Berg seemed to be pleased.

I was back to my office with a pile of stuff on my desk October 31. Dr. Smith had already left for Moscow with a stopover in Belgium the day before.

That same day I had a ~~talk~~ with Fitzhugh Thomas in the Budget and gave him the figures for what we needed to catch up on soil survey publications. He said he would do his best and he added \$500,000. (But this was taken out later in secret by Schnittker and the Director just before the budget was printed!)

On November 7 I went to Ames, Iowa for a world food conference. I had a paper there on which I had spent a great deal of effort: World food production prospects and potentials: A long-run look. This was in striking contrast to one by Mr. Brown. I had some nice conversation with Schultz, Moseman, and several others. Since Dr. Heady told me that the proceedings would be published in a short time my extensive notes at this meeting will not be copied here.

On November 10 Dean E. R. Keihl came to Ames in a plane and took me down to Columbia, Missouri.

The next day I visited the soils people in the morning and conducted a faculty seminar on the new book in the afternoon and gave a more popular speech based on the manuscript I had used at Ames in the evening. This was the annual banquet of Gamma Sigma Delta with about 40 percent women. I substituted stories and examples for the more technical parts. It seemed to go over very well indeed.

The next day, Saturday, November 12 Professor Scrivner took me to St. Louis to get the plane for Baltimore.

The following day, November 13 I went down to see my friends at the meetings of the National Association of State Universities and Land-Grant Colleges.

Monday, the 14th I tried to catch up on my correspondence and found that Williams had returned from India with brief stopovers in Thailand, Viet Nam, and Honolulu.

The next day I went back to the meetings of the Association including the general meeting on agriculture. Secretary Freeman spoke briefly. Dean Butts gave him a very left-handed introduction. I had been

attending these meetings for over thirty years and this was the first one where the audience did not come to their feet for the Secretary. In his speech Freeman said that the Department was going to concentrate on three things: production research, international agriculture, and community development. This did not coincide with his printed talk, with the budget, or what he said during the next few weeks.

It will be some time before the state land-grant agricultural colleges will forgive the Secretary for the attempt to cut their grant funds. The cuts would have been very serious. But the Congress restored them.

During the meetings I met several of the deans and directors and all of them were very congratulatory on the book and so was the joint committee of the Department and the colleges in their report.

On November 22 Professor John Phillips called. I hadn't seen him for a long time even though he had been in this country for over a year mainly at the University of Pennsylvania. He told me that he would send some of his books, which he did later. I am sure that he was very unhappy with his South African government but I didn't discuss that with him.

On November 23 Drosdoff's office had a little party for him with this his last week in the Department.

Momny and I went to Charlottesville for Thanksgiving. We got home about noon on Saturday and nearly finished the annual leaf raking that weekend.

Mr. Saouna, director of the Division of Land and Water in FAO called on Monday, November 23. He was looking for more suggestions for candidates to head the Soils Branch than I had given him but I couldn't think of any

more. I had a good impression of him. He made it clear that he knew I didn't agree with Bramao's program for a world soil map so we didn't discuss it except that I pointed out that no one had confidence in Bramao and everyone had confidence in Ignatieff. I also explained that a lot had happened in soil science in the past ten years and that it was time to plan a third edition of the Efficient Use of Fertilizers.

Again correspondence was very heavy and on the 30th of November we had another rather unsatisfactory meeting on tropical soils for the food panel. This certainly took a lot of work.

About the same time I had a letter from Dr. Aandahl that bothered me quite a bit in that he said he should like to retire in about a year. At that time we had only one qualified replacement for a principal soil correlator -- Dr. John McClelland.

Miss Mahoney of Carnegie and Joe Ackerman of the Farm Foundation along with David and Rita Knapp came out for dinner Sunday, December 4. Miss Mahoney had the idea that I should lead a lot of conferences and the like on the book but none of the rest of us felt that this was very necessary since several of the agricultural colleges were doing this themselves.

During the week of December 5 we had conferences with the principal soil correlators on any final changes in the new supplement to the system of soil classification, which was going out in the late winter of 1967 for final testing prior to December 1967 when the "books would be closed." We had invited René Tavernier and he was able to come on Monday. Dr. Smith met him at the airport and kept him at his house for the night. On Tuesday evening the principal soil correlators had dinner at our home along with Tavernier who stayed with us through Thursday. The principal soil correlators and Smith and Simonson all knew more about the details of the

system than I did. Yet when they had arguments I had to settle them if they couldn't. We made good progress however. Tavernier contributed a good deal based partly on his recent visits in North Africa and in the Mediterranean countries.

Friday Tavernier went back with Dr. Smith and Robert, Joan, and the children came Friday evening. In turn, they left Sunday noon and Tavernier came again to our house.

I was back in the Washington office December 12. The mail was very heavy. We got official word that the Bureau of the Budget had increased the Soil Survey allotment by \$500,000 but, as I feared, Schnittker got it cut out.

Tavernier worked with Guy Smith and John Douglass until Tuesday after lunch and then started back to Ghent.

On December 14 I again gave my usual lecture in the graduate school on the two cultures and reading. I also arranged for Mr. Ableiter to go to Portland for three months to help Johnson with the grouping of soils series into families since he had a bigger load than the other three principal soil correlators together.

On December 16 E. L. Peterson came in and we discussed the work in the Ivory Coast which was to be completed in late March or early April 1967.

Between December 20 and 26 I remained at home on leave, mainly to work on this journal.

The following Tuesday, December 27 I went to the AAAS meeting in Washington, D. C. especially for a program on the world food situation. *G. W. J. Pieters*
It turned out to be a very poor program except for the last speaker, -- the agricultural attaché in the Dutch Embassy. He had more in his little

...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...

...the ... of ...
...the ... of ...
...the ... of ...

speech than all the others combined. He said, "I can talk only about Europe." But in the process he put his finger on several of the serious mistakes made by the United States in a very clever and meaty speech. Both Lester Brown and Dorothy Jacobson did very poorly as did Waters of AID.

I worked in my office all day the 29th mostly on the report of the tropical soil panel which Drosdoff, Cline, and Brady had greatly improved. I had a card at Christmas time from Dr. Drosdoff thanking me for "twisting his arm" to go to Cornell. Apparently he was liking it very much.

A most amusing memorandum was circulated by the Secretary to all agency heads on December 23. The memorandum admonished them to observe very carefully the specific intent of Congress in the use of appropriated funds. (He had never before done so himself but he hoped to use this to avoid another tongue lashing from the House committee.)

Lloyd Garland completed his special training and left for Brazil. Cleveland and van der Voet were scheduled to return early in February, 1967. Cleveland was scheduled to go to work with Bauer and van der Voet to Michigan as state soil scientist.

Near the end of December Derr got some ridiculous suggestions on the revised soils memoranda that had to be explained to Gladwin Young who didn't understand them.

On December 30 I attended a conference nearly all day at the AAAS office, as a representative of USDA with a committee planning an international arid zone conference in the United States for the early summer of 1968.

And 1966 was finished.

...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...

...the ... of the ...
...the ... of the ...
...the ... of the ...

...

1967.

Since January 1 fell on a Sunday I had two holidays to complete most of the chapter of the curriculum vitae for 1966.

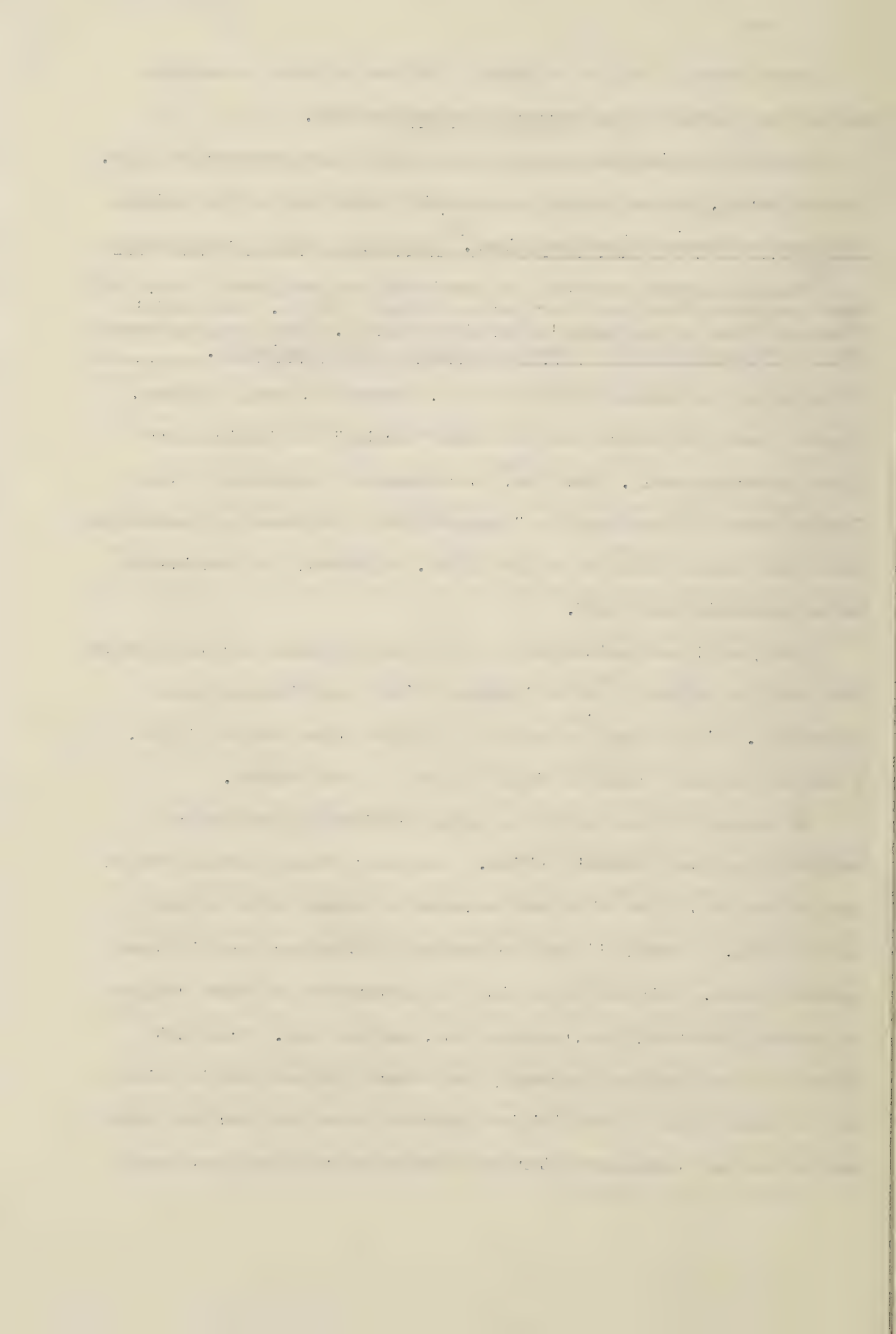
During the winter and spring I had a lot of correspondence with Dr. Charles Hardin, who was working as a special consultant to the National Advisory Commission on Food and Fiber.^{1/} In July I wrote a considerable

^{1/} The badly edited report of the Commission was published in July 1967 under the title "Food and Fiber for the Future" (361 pp.) and Hardin's "Food and Fiber in the Nation's Politics" (231 pp.) came along in August 1967 as "Volume III of the Technical Papers of the Commission."

criticism of the Commission report to Dr. Sherwood O. Berg, chairman. In most places the report uses the words "farming" and "agriculture" almost interchangeably. Then too, it recommends a separation within a farming system of practices for "conservation" from those for "production," which Berg himself knows to be ridiculous. Apparently the Commission had an extremely poor staff.

Last year I had invitations to be a guest professor for three months from both the University of California at Davis and Michigan State University. With so much on hand for the first three months of 1968, I did not see how I could do either and had to send regrets.

On January 6 I took part in a highly confidential conference in Assistant Secretary Mehren's office. This was a follow through from an earlier one that a few of us were selected to attend at the highest secret level. I shouldn't want to mention the code word even in these personal notes. This had to do with the photographs and other results of sensing from satellites, phantom jets, and the like. President Johnson had been briefed thoroughly and ordered DOD and NASA to brief a few key individuals in the civilian agencies to see what use they could make of the new techniques after which decisions could be taken about



A STUDY OF AMERICAN COLLEGES OF AGRICULTURE

4100 NICHOLSON STREET, HYATTSVILLE, MARYLAND

20782

CHARLES E. KELLOGG
DIRECTOR

DAVID C. KNAPP
ASSOCIATE DIRECTOR

July 24, 1967

Dr. Sherwood O. Berg, Dean
Institute of Agriculture
University of Minnesota
St. Paul, Minnesota 55101

Dear Dr. Berg:

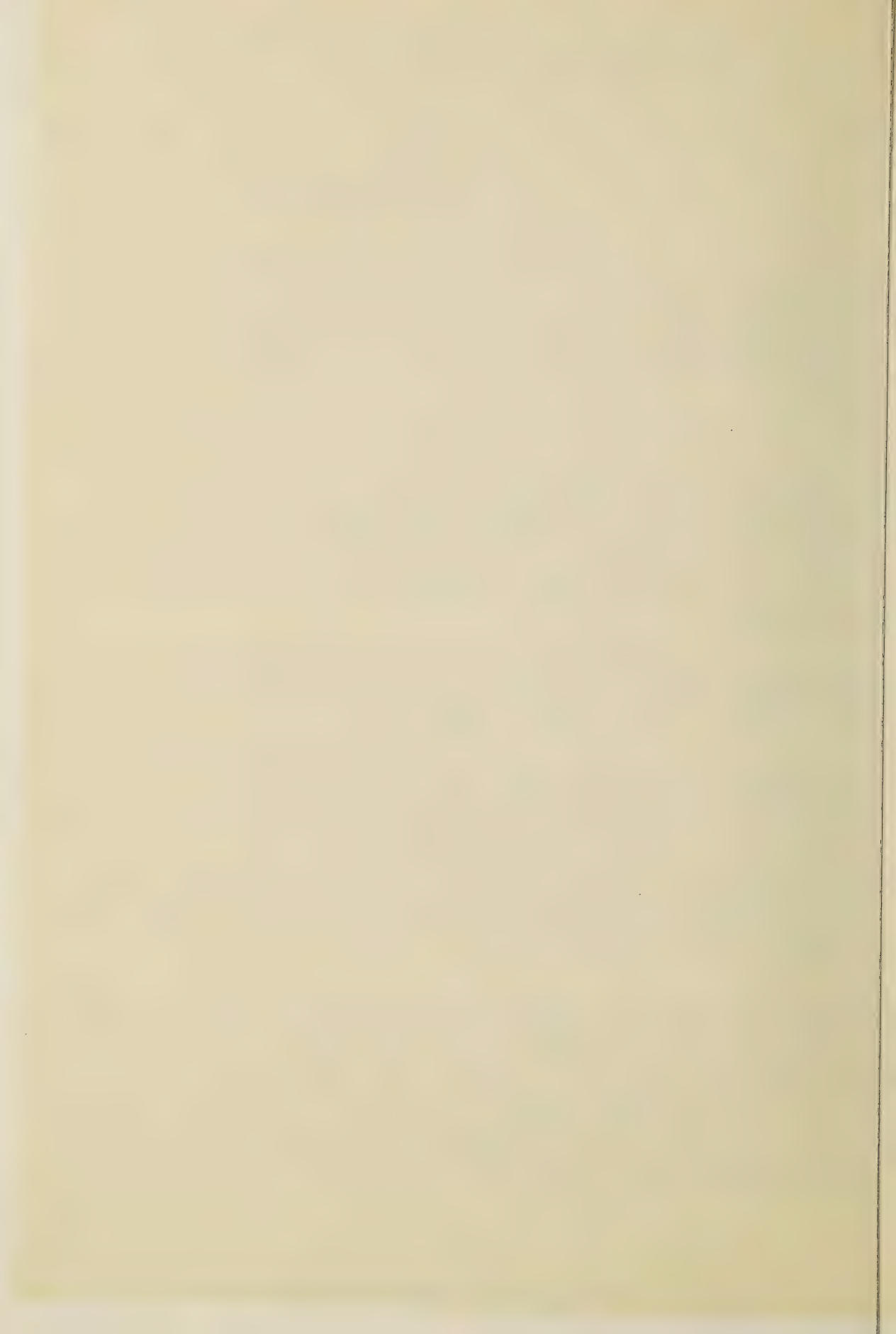
I am writing to you about the new report, Food and Fiber for the Future.

Frankly, I am quite unhappy about this report, not because I have any great disagreements about what I think the majority agreed to say because much of it are so vaguely written (or poorly edited) that I cannot be at all certain that I understand them. Thus I suspect that many of the people whom you want to convince will not understand either. Also I fear that sentences will be torn from context to support points of view opposite to what was intended.

For example, one set of difficulties arises over the inconsistent use of the words "agriculture" and "farming." Other words are also used inconsistently. On page 255 the report defines "conservation" but the word is not used consistently in this sense in other places.

One part that disturbs me greatly is the third full paragraph on page 281. The first sentence of this paragraph reads, "Although recent curriculum changes around the country are encouraging there still appears to be a disproportionate focus on education for farming, in spite of the fact that 90 percent of the agricultural college graduates look for their economic opportunity outside of agriculture." Here "agriculture" is obviously used as a direct synonym for "farming." When I made the study of the agricultural colleges, I got an approximate figure of 12 percent for graduates who entered primary agricultural production, including farming, ranching, and nursery work.

Now you and I know that except for a few departments of home economics and the like, included within the colleges of agriculture for administrative convenience, most of the graduates go into some phase of agriculture--farming research, extension, production of materials for farmers to use, food processing, or other industrial, financial, and service sectors of agriculture. This idea is suggested vaguely in the very next sentence on page 281, which is true, "At the same time, agricultural colleges are now graduating only about a fourth of the people needed in agricultural sectors other than farming, primarily science and business." Here "agriculture" includes the whole.



The Commission recognizes, I believe, that for every person working on farms there are around 4 or 5 working in the other sectors of agriculture. But this is not brought out clearly.

While I was working on my Study I had many criticisms of the agricultural colleges, which I patiently answered, I believe, to the satisfaction of most of my correspondents. They asked why all of this great expense of agricultural colleges for teaching, research, and extension for only 7 million people? Many raised this question: "Since the number of people on farms is declining, should not these colleges be phased out of existence?" I see now I am going to have to write a great many of these letters all over again!

The Commission speaks throughout the report of "farm products" and "agricultural products." As near as I can tell, these words are used interchangeably although there is an important difference. Certainly hides, raw furs, basic materials for drugs contained in farm animals, pine logs, and so on, are clearly farm products. But what about leather, drugs, finished furs, pulp for paper, and so on? These I would regard as agricultural products, not as farm products in their finished form.

I get the impression from the report, and I hope I am wrong, that when you talk about farm products, you are thinking almost exclusively of the major grains, cotton, soybeans, and possibly the edible parts of farm animals taken to slaughter. I doubt very much that you are thinking of the great host of special crops, including many in horticulture and floriculture. I do not know whether or not you include the many wood products from farms. In places I think you do. I do not know whether you recognize pet farms and fur farms as "farms" or not. Just the other day I looked at a large directory of farms that furnish recreational services. At many of these farms, individuals, couples, or families may spend a holiday for a week or two. Do you include these services? I do not know. I could give many more examples.

It seems to me that many of us have been so obsessed with the serious problems of a few commodities produced in surplus that we have unconsciously developed a narrow and restricted view of the economics of farming in the United States. I think that farm income is, therefore, understated and the "farm problem" considerably oversimplified. I recognize that some of these special products and services from farms are individually small. Yet collectively they are large. Many may have potential for expansion.

I am not quarreling with your definition of "conservation" as a concept, but I do not think that it can be applied in actual farm operations. When one studies a farm, you and I know that all parts are interrelated. You and I want each farmer and his family to work efficiently so that they get a good return for their labor and management. Few farmers can afford those practices that simply conserve the resources in the sense you are using the term on page 255. In fact, very few soils will produce field crops, horticultural crops, or animal products efficiently at this level of productivity. So in actual operations, one is often faced with two alternatives: (1) To help the farmer develop as efficient a system as the resources are capable of



with the skills and facilities at his command, or (2) encourage him to abandon farming for some other occupation. But Dean Berg, many of our farm families with some skills in farming lack skills for other occupations. I repeat, I am not quarreling with your separation of conservation, development, and conventional practices in your explanation, but in helping a farmer to make an efficient system they must be merged. Would you not agree? I feel strongly that the report should have brought this out. Very few land occupiers in the United States, who are faced with the problem of supporting their families from the soil they have, can afford just one of these sets of practices by itself.

As I recall, Dr. Berg, in testifying before the Lands Committee of the House several years ago, I believe on Alaska statehood, the chairman of the committee at that time, Mr. Peterson of Florida, started giving me a lecture on soil conservation. So I finally asked him: "Mr. Chairman, I do not understand what you mean by soil conservation. Do you mean keeping the soils of Florida as productive as they were when the Indians had them?" He replied, "Well, I never put it that way but, yes, that is my point of view." So then I asked him: "If that were all we were able to do, how many farm families do you think you and your colleagues would be representing in this Congress?" He said, "I do not know, how many do you think?" So I told him, "Probably about 6, maybe 12." And then I went on to explain to him what had been done in research application and the use of the products of modern industry. You know the story. The soils of Florida are ever so much more productive than they were originally by combinations of what you have defined as practices for development, conservation, and conventional farming.

Dr. Berg, this is not an academic position I am trying to take. Perhaps the largest area of potential highly productive soils, still unused for farming, is in the Coastal Plain from about Norfolk, Virginia, around to east Texas. These soils were not used formerly because they were infertile. As your report brings out, formerly fertilizers were very expensive and of poor quality. But the soils of this area have a most favorable climate, abundant water, and a long growing season. With modern machines they can be easily cleared and water-control measures taken. It is true that if they are not developed, they will not deteriorate. But if developed, they will produce more efficiently than a great many soils that are now under cultivation. According to reasonably conservative estimates that I made recently, around 30 million acres of soils are being cultivated for which there is no known method by which farmers can have reasonable returns for their inputs. The continued use of these soils for crops can lead only to rural poverty to say nothing of soil blowing and erosion. In both these sets of soils there is no known half-way system. The poor ones could be used successfully for trees or for grass. The others, the good ones in the Coastal Plain, can be used for trees or for a highly efficient system of farming. There is no reasonable intermediate.

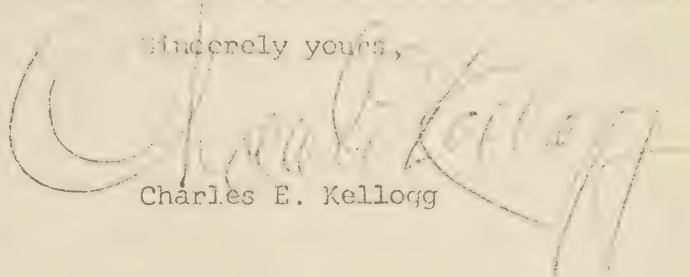
I find this same vagueness in many other parts of the report.



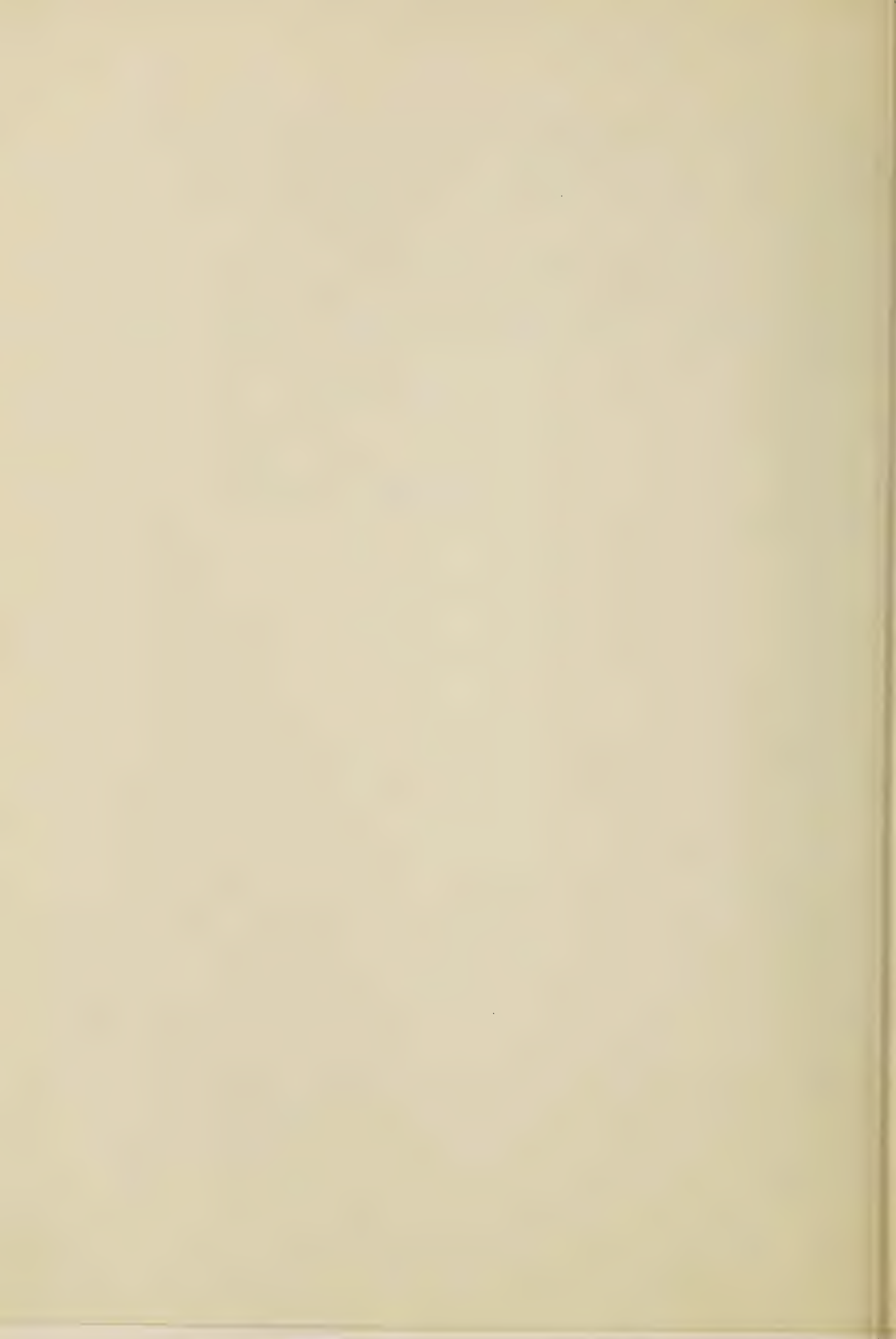
I was amazed to find no discussion, either under soil conservation or research, of the urgent need for continuing our soil survey to avoid the enormous unnecessary investment losses farmers and other land users continue to have from poor fits between soils and enterprises. But I suppose you can put this down to some kind of personal prejudice.

Is there any possibility that after you have had the reactions to this report, it could be redrafted and gone over carefully by a competent editor? If it isn't, I am afraid people will be confused, especially the people in the other sectors of agriculture besides farming and, even more, people not experienced at all in American agriculture and with its enormous complexities.

Sincerely yours,

A large, stylized handwritten signature in dark ink, appearing to read 'Charles E. Kellogg'. The signature is written over the typed name and extends upwards and to the left.

Charles E. Kellogg



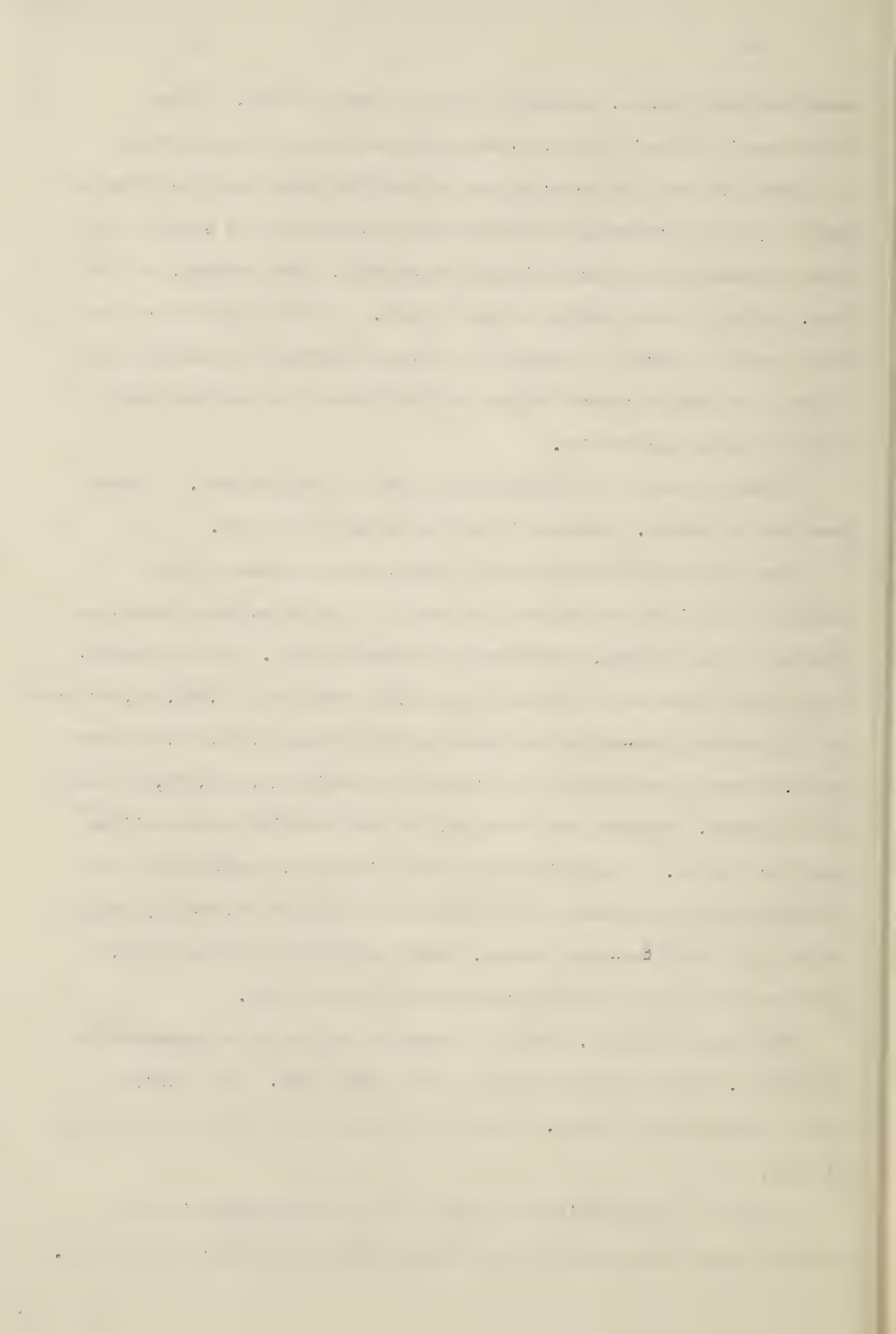
~~about~~ declassification, presumably with the advice of CIA. At the conference in Mehren's office it was explained that more people would be cleared and that the contributions of the USDA would have two principal foci: (1) On cartography and photo interpretation and (2) sensing for other purposes such as plant disease recognition, fire spotting, and the like. Actually these overlap to some extent. It became obvious at once that I would be unable to attend all of these briefings and should need to get a few people cleared without telling them or any one else what they were being cleared for.

At noon I went to lunch with Frank Parker at his request. I never knew what he wanted. Whatever it was he decided not to ask.

About this time Orvedal and his assistants could make a final summary of the land available in the world for the White House report on "The World Food Problem," which was published May 1967. In the broadest terms these turned out as follows: potential arable soil 7,365,000,000 acres or 24.2 percent; non-arable but potential for grazing 9,023,000,000 acres or 27.8 percent; no potential for farming or grazing 15, 605,000,000 acres of 48 percent. Somewhat less than half of the potential arable soil ~~is~~ used for farming. I summarized this whole situation, together with the principal points involved in the development of unused potentially arable soils, in a brief two-page article, "World potential of arable soils," which was published in "Soil Conservation" for June 1967.

This month I got Dr. Byerly to cooperate with me in a recommendation that Roy D. Hockensmith be elected to the Cosmos Club. It is always a job to prepare one of these. Later in the year he was elected and was very pleased.

At several times during the year I had the discouraging job of briefing teams to go abroad for the United States on technical assistance.



A high proportion of the individuals were not qualified and some of those who were qualified were being sent on poorly conceived or quite unnecessary missions. The plans for one to Senegal were both, that is the people were not qualified and the mission was ~~wholly unnecessary~~ since the French ^{already} had excellent institutes there. I suspected, without any firm knowledge, that it was promoted by either DOD or CIA.

We had lots of trouble as usual about budgets for soil surveys. The people in the Bureau of the Budget were on our side but it proved again to be impossible to get the funds we needed to publish our soil surveys, despite the fact that it makes no sense to spend \$250,000 or more to do the work in the field and then withhold the results from the public for the lack of \$45,000. This we had been doing for a long time. Individual state conservationists increased the funds for field work by reallocation of their own funds and by grants from counties. Yet the funds for getting the survey results in shape for publication remained the same. Gladwin Young, a fellow named Silliman, and a few others took the position that people could use copies of the field sheets. Rarely can this be done well. Even worse, because of the unholy combinations between many county boards and the real estate developers, these developers have an unfair advantage over other citizens. Generally Don Williams has gone along with this silly notion although he knew better.

January 13 in our staff conference Williams read a long and unbelievable memorandum that maintained that the SCS would have charge of all water work in India, including even that done by the UN agencies. Of course this was nonsense.

On January 18 I had a talk about staffing of the Soil Survey with Mr. Williams. I explained the kinds of tough scientific decisions that a man in my position must make. We had a very good top staff in the Soil

Survey but when individuals differed no one else except the Deputy Administrator could make the decisions to keep things moving. I also explained what a demanding job each of the principal soil correlators had, especially William Johnson. I explained why I was anxious to have them regraded to GS-15. Also I explained why I needed a GS-16 as assistant administrator to share part of this load and also to develop as a replacement for me. I wanted to retire soon after the new system of soil classification was published. He agreed verbally. Of course, we both knew that we should need to await our chances on these steps. He told me to go ahead and prepare the draft position descriptions. I explained that I could make the principal soil correlators understand that they might be promoted one at a time, not all at once.

Williams was very friendly in all of this. Weeks later, near the end of March, I got an absurd memorandum signed by him and obviously written by Mohagen that the principal soil correlators were already properly graded in GS-14. No scientist has ever lived until he has tried to run a research program in a politically oriented "action" agency!

Along about this same time both the Service and the Secretary's office got several of the usual letters from emotional people that federal action should be taken to prevent the use of potential farm land for the building of cities and highways. It was quite a job to keep the Department from making silly replies. First of all, such federal action is clearly unconstitutional. Secondly, the country has around 250,000,000 acres of soil suitable for farming but now covered with either grass or trees, not counting public land, idle land, or land now used for parks, housing, and so on. The public should avoid putting roads and houses on unsuitable land when we have so much that is suitable.

Robert and his family were with us from the afternoon of January 20 to the afternoon of Sunday, January 22. After they left I took the plane to attend our National Soil Survey Conference in New Orleans. On the whole it went very well. Many of our soil scientists have yet to learn the vast difference between high level dialogue to discover the truth compared to that aimed at only winning an argument. On the whole they were the best this year of any for a long time. H. P. Ulrich of Purdue represented the Midwest States. He really put on a bad show. Still the conference was very constructive. Confidentially I told the principal correlators of my conference with Williams.

Dr. L. D. Swindale made a very good impressions with his talk on his use of computers in soil studies. Unhappily, Dr. Aandahl's father died and he had to leave early. Final arrangements for Ableiter to spend several months in Portland to help Bill Johnson were made. (This turned out to be nearly a year.) I also talked with Bill at some length about the request of FAO for him to come to Rome to advise them on the organization of their soil work.

I returned home near the end of January 27.

Shortly after I got back, Boyd Patton from West Virginia came in on his way for a three-month tour to see what should be done in Nigeria! What a shame to send a man without any experience whatever related to the soils, the agriculture, or the people. I continued to feel that the Service was doing little or no better than AID in selecting people for foreign assignments.

Since some agreement had been reached among DOD, Bureau of the Budget, and CIA to split the study of civilian uses of materials obtained through satellites and in other ways roughly between photography and interpretation, the Bureau of the Budget wanted to get rid of its responsibility for coordination of cartography. It was suggested that it be turned over to

the Geological Survey. During the following weeks I worked with the Bureau of the Budget, along with M. M. (Red) Nelson of the Forest Service, and convinced them of the need to obtain coordination through the seminar-committee approach. Happily they accepted this. Later I attended one of the highly classified conferences that DOD had on the cartographic side. I should be simply overwhelmed to handle this myself in addition to everything else and attempted to arrange for three more people to be cleared by CIA from our Cartographic Division -- Koechley, Homan, and Hamm.

On the other side of the question -- interpretation-- John Rourke ^{was} ~~is~~ cleared. Trach will be. And I hoped to get K. T. Akerson's clearance transferred from DOD to Agriculture.

Early in February van der Voet and Cleveland returned from Brazil. About a month earlier Lloyd Garland had gone down to replace them. It appeared that our soil scientists had done a good job but the plans developed for settlement that were brought forward during their debriefing conference were simply ridiculous. A lot of time and work had gone into those plans but without any discussion whatever with any responsible person in the Government of Brazil! It was asserted that they were to be "staffed out" here in Washington. Even worse, no one had interviewed any of the prospective settlers. The plan was to develop the farming systems, houses, and so on, without the least idea of the skills of the people and the kinds of homes they ~~were~~ accustomed to. Of course, if this does go ahead this way, it will be a total failure and a lot of American money will be wasted as it ^{has} ~~has~~ in several other such schemes in Latin America for the same reasons. Obviously the US top staff in Brazil ~~is~~ ^{have} wholly incompetent. Several ~~have~~ told me this before.

In February I finished reading the new Letters of James Joyce edited by Professor Ellmann. I could not recall when I had more enjoyed a book -- or really two books. Ellmann did a wonderful job of editing and translating.

I was asked in February to get some materials for the Secretary to use in a speech on "Science and Agriculture." As it turned out, he did not use much of it but for the first time we did get him to recognize that in addition to 7 million people on farms, 28 million other people worked full time in agriculture! A great change.

In that month we also made the decision to go ahead to put as much of our reliable data as possible -- soil descriptions, laboratory data, and engineering data -- on computer tape. We had an opportunity to have a man spend a year in training in the USDA Computer Center. Any such man had to have at least a B on the standard IBM aptitude test. We tried nine of them finally one made it -- Dwight Swanson of the World Soil Geography Unit. By April he was in full swing.

We also decided to give emphasis to the making of small-scale soil maps -- one for the country at 1:1,000,000 and others for local planning areas at 1:250,000 and some perhaps at 1:125,000. Mr. Williams and others favored the larger scale maps but had no idea how big the maps would be and how poor for general planning. One for the Upper Lake States at 1:250,000 would be about 16 feet long.

Neither of these plans would have been practicable except that we could see the completion of the new system of classification in about a year or so. Actually the new supplement went out late in March. All comments were to be in by January 2, 1968, and none ^{was} ~~were~~ to be accepted without my permission. Otherwise the system would be delayed indefinitely.

With considerable effort and some argument we finally got a reasonable draft of two reports that we were responsible for to go into a report for the President on the world food situation. Our data showed clearly that the amount of potential arable land in the world could be a little bit more than doubled. Since Horsfall went to India on a junket, Brady and Cline fixed up a reasonable statement on tropical soils. It is not so good as I should have liked but it is a lot better than anything Horsfall could have done.

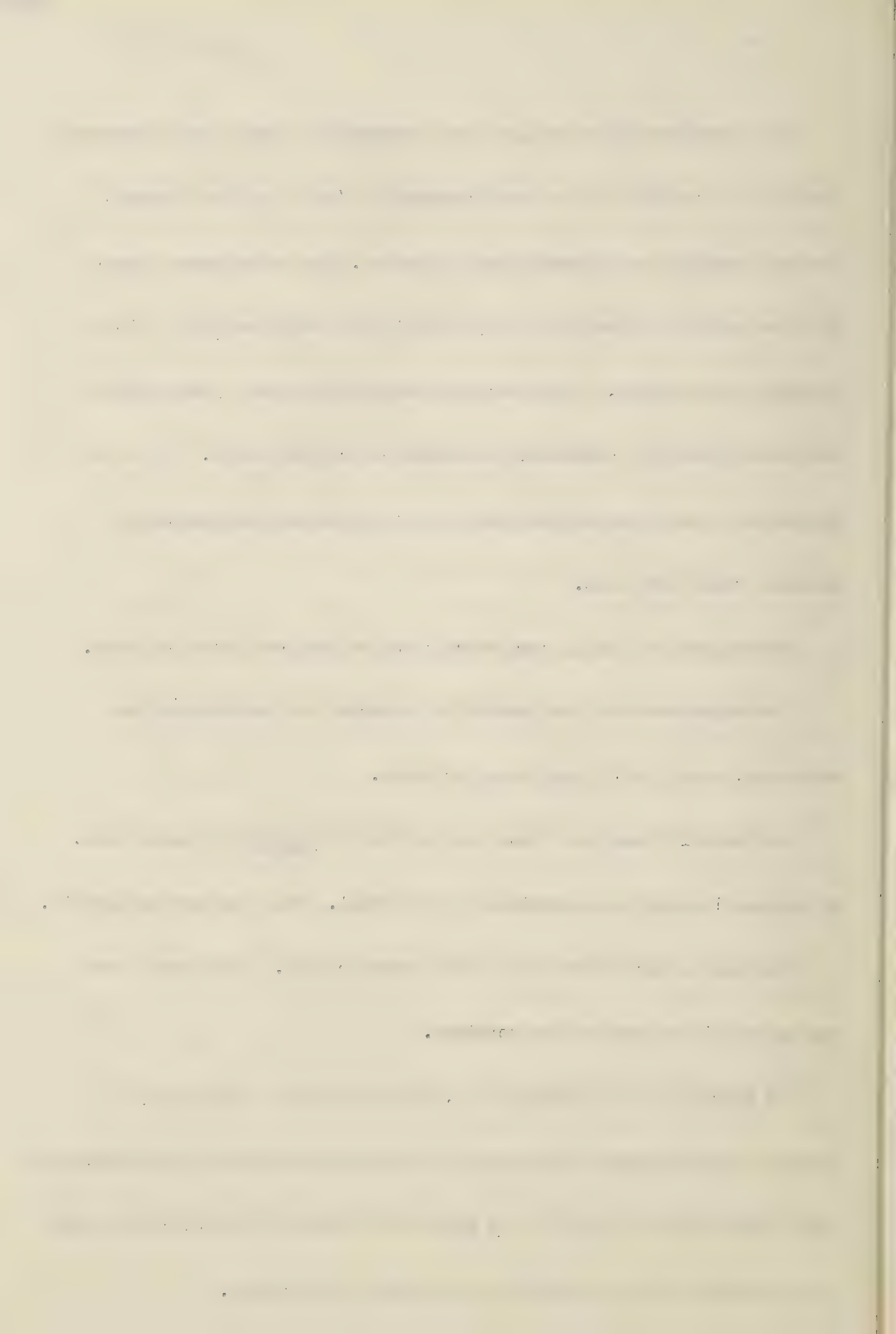
Robert and his family came March 3 and we had good talks on books.

Correspondence and the demands for speeches and conferences were both high, which left little time for books.

On March 15 Mommy and I saw the new film of Ulysses by James Joyce. Of course, it would be impossible to do it well. Still we both enjoyed it.

Happily in early March the garden season opened. This made a good way to get rid of some of the **tensions**.

On March 18 I had Saturday duty, which gave me an opportunity to satisfy the requirement that we give to the Office of Science and Technology brief descriptions of each of the great soil groups of the world mentioned in the report for the President on the world food problem.



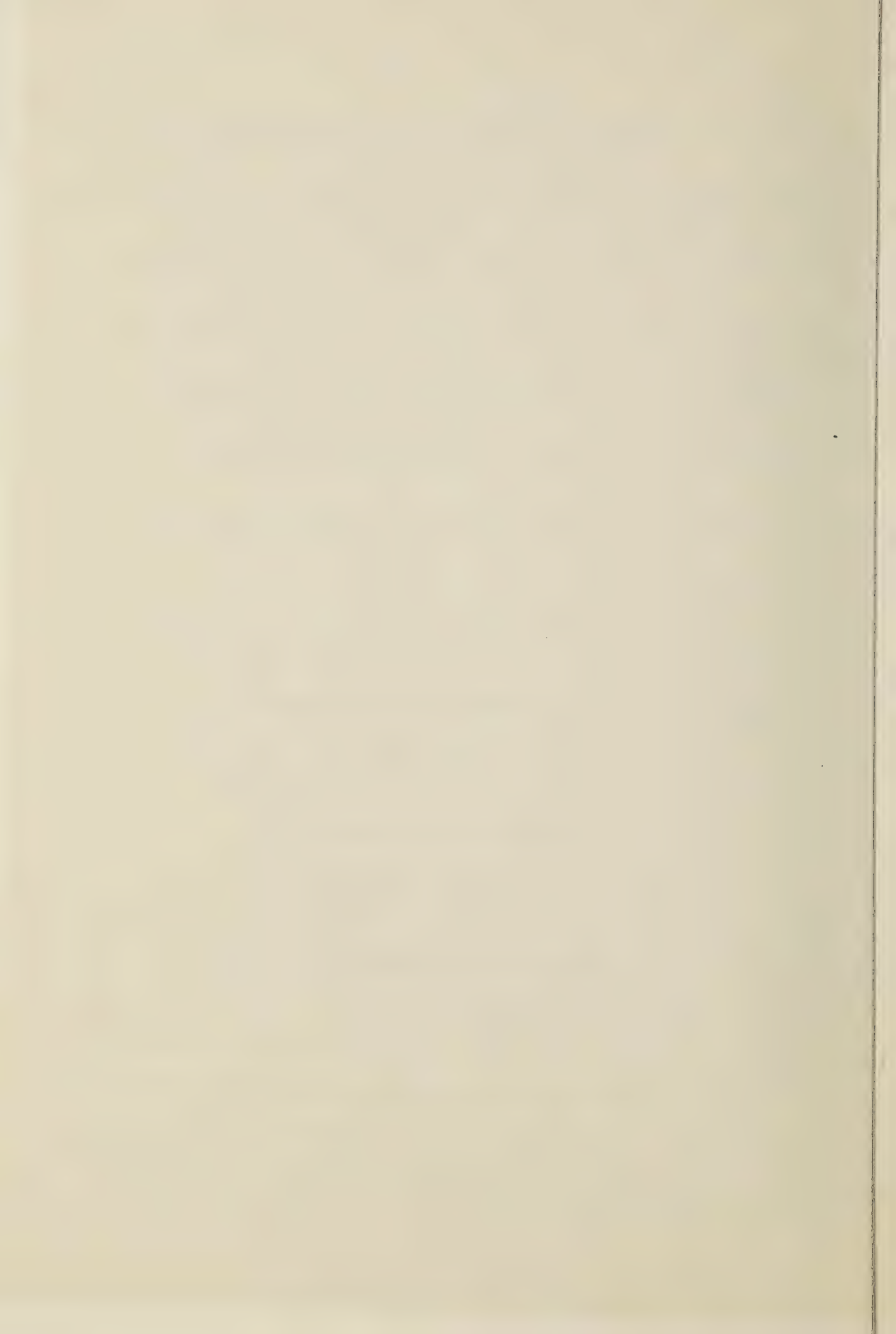
POTENTIALLY ARABLE SOILS IN THE WORLD

SUMMARY

Considering the biological and physical potentials of the soils of the world, and their related physical environments, the acres of arable soil could be a bit more than doubled. Potential increases in arable soils are greatest in Africa and South America and are highly significant in North America, Southeast Asia, and elsewhere. Through research, and the application of the results, the yields and efficiencies of production could be high on the new arable soils and much greater than now on the soils already in cultivation, especially in the newly developing countries.

About 3.5 billion acres of soil are cultivated according to figures compiled in FAO. This is not exact because countries do not report uniformly cultivated soil under shifting cultivation. Based on the data accumulated in our World Soil Geography Unit in the Soil Conservation Service, we estimated in 1964 a little over 6.5 billion acres were potentially cultivable, including the estimated 3.5 billion already cultivated. A more detailed study made last autumn showed this figure was too low. Altogether about 7.8 billion acres have potential for cultivation, including those cultivated. Thus the area of cultivated soil in the world for food and industrial crops could be a bit more than doubled, from the point of view of the physical and biological characteristics of the soil and the related physical environment.

Generally, the most efficient farming today is on soils near good harbors or other transport, and where people have access to education and industrial services. Equally responsive soils have gone undeveloped because of inadequate transport and services. This was true of the U. S. Midwest for over a century after early settlement. Economic development of these new soils requires

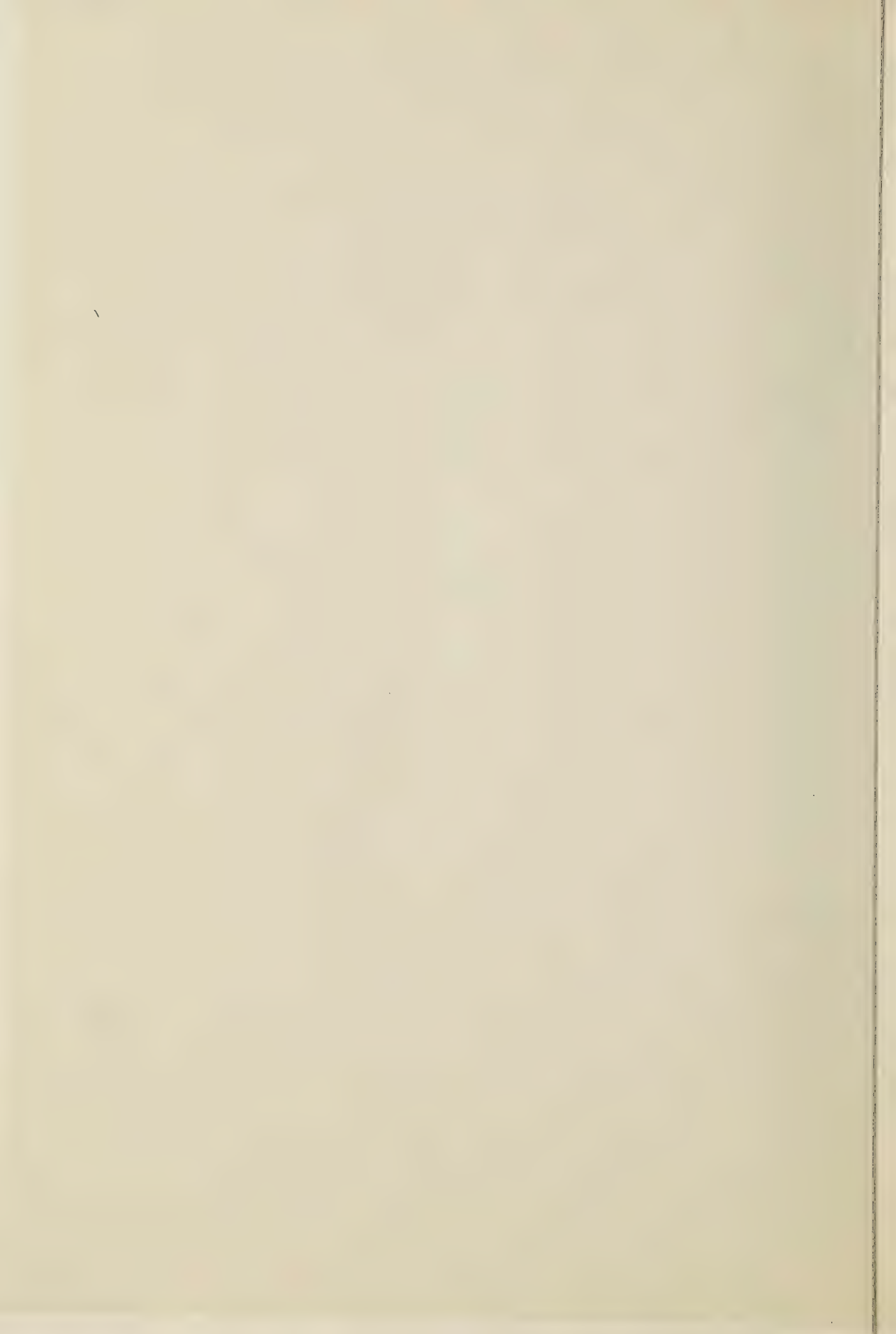


parallel development of other economic enterprises based on forestry, minerals, hydro-electric potential, and other resources to share the costs of transport and services.

All the continents could make some increases in arable land. The greatest prospects are, of course, in Africa and South America. North America is next. Possibilities of increase in the USSR and the rest of Europe are small. Australia and New Zealand could make some increases. There are possibilities in the less crowded parts of southeastern Asia. Many people point to the new possibilities, with the desalinization of sea water, for expanded irrigation in the Middle East. Yet it is not necessary to use enormous funds to develop a great deal of irrigated farming on desert soils in order to have the needed production. The potential of Central Africa is simply enormous. The advantage of these well-watered forested soils have greatly improved with modern cheap and effective methods of land clearing. The potentials for mainland China are low, even under the current agricultural arts of the United States.

The selection and development of new arable soils, and realizing the much higher potential from presently cultivated soils, require a large research effort. This was done in Europe and the United States. Every farmer needs locally adapted strains of crops and farming systems for high yields on a sustained basis. For example, as long as peasant rice growers puddle the soil and transplant rice seedlings they will be poor. Research can give more efficient systems. Similar examples could be cited for corn, taro, bananas, wheat, African oil palm, grain sorghum, and the many other food crops.

Successful agricultural development depends on efficient industrial sectors in agriculture as much as on an efficient farming sector. India



probably would have no food shortage today if it had the food processing and storage methods that the United States had 30 years ago. In the United States, the developments in food processing and the other industrial sectors of agriculture have been fully as dramatic as hybrid corn, water control and other farm practices. Further, for any farm settlement scheme to be successful the people to be settled should be studied as well as the soils and attention given to their quality of life as well as to the products to be exported.



The next Monday a small compensation arrived in the way of an announcement of my selection as an Honorary Member of the Indian Society of Soil Science.

As usual, I had accepted too many requests for articles and speeches -- about two each month from January through July -- which complicated my evenings and weekends for a long time.

Shortly after we completed our estimates on the acres of land available for farming, Secretary Freeman became interested. I was told that he ordered Lester Brown to do a little studying. At the request of his office I submitted to him a summary of our data. Dr. Mehren had told me that Freeman had already found out that he had made a major error in pushing Lester Brown. Mehren said that his economics was as bad as his soil science! But I doubted that.

Of course, Lester Brown had two other even more serious errors in his papers: (1) The effectiveness of fertilizers as a single cure-all and (2) the failure to recognize that many people eat no grain and that his figures on grain moved in international trade are not indicative of changes in food supply. Only a small part of the world food supply moves in trade. Much food is traded locally and is not "counted" by anyone. Also people vary widely in the grain they eat. Some eat a great deal; others none at all.

On the Hill I got the impression from many that the bad influence of Lester Brown was fading away. Yet it was not for want of trying. He had been saying for years out of his abysmal ignorance that there was no new land to develop in the world. Yet when the Senate hearings were published here is what he said in the spring of 1967:

"We need not wait for a newspaper headline describing a massive famine, although that conceivable might come if the world does not move quickly to mobilize the necessary resources. The symptoms of food

shortages are already here -- rising food prices, less food for the poor in the low income countries, economic instability, political instability, and violence.

The reason for growing food shortages can be simply stated. There is little new land that can be readily brought under the plow and many of the less developed countries are not able to raise yield per acre in a rapid sustained fashion.

This, then, is the heart of the problem -- how to create a situation where the small farmers in the low income countries can produce more food on a few acres of land.

World hunger has been termed a major threat to world stability, second only to the threat of thermonuclear war. Yet, of the 100,000 or so professional agriculturalists in this country, probably fewer than two percent are working actively to help produce more food in the hungry half of the world. On the Department of Agriculture side, of some 40,000 professionals in the USDA, last year we had only about 300 on these overseas development assignments, and many for only a month or two."

The bad situation in AID was getting worse. Things had become so bad by February that Dr. Moseman had made up his mind to leave in July. This was a great pity since there was no one else in AID who had his stature. Although it hardly seemed possible, it became clear that the personnel policies were getting worse. ^{Many} ~~For~~ appointments were dictated wholly by political considerations and the others were made of people who could find no other job.

After Christmas I had several calls from the Caterpillar Tractor Company about the land situation and about April 12 I accepted an invitation to meet with them in a seminar at Peoria at the end of June.

I had known for some time that a special outfit in the Office of the Chief of Engineers of the Army (but not the Corps) were getting out some very bad maps. The main part of this group were people left over when McNamara combined all intelligence of the Army, Navy, and Air Force into one unit as Defense Intelligence. They kept all of our people in the World Soil Geography Unit, and actually added a few positions, but dropped some incompetent people in USGS and the Army Engineers. These left-over boys organized themselves into a group to make maps in Latin America. They they organized a group to do similarly in the United States. They got a contract with AID for Vietnam. Later they were able to offer three of our men higher grades than the Civil Service standards permit us! Through the Army Engineers this outfit was able to get hold of the National Intelligence Reports and remove the unclassified soil maps made by us and peddle them as their own materials. This was how bureaucracy worked at its very worst.

Early in April William Johnson left for Rome to advise with the administrators there about the reorganization of the soils work. This should be an interesting and useful experience.

On April 12 Paul Carroll returned from two years in the Ivory Coast. His material look^{ed} quite good. We arranged for Gordon Steele to edit his considerable manuscript. The maps ~~was~~^{are} to be drawn in New York.

Paul actually carried out this work directly with the Development and Research Corporation in New York who had their money from AID. On the job he showed remarkable and previously unrealized talent for administration. At my urging he had kept a diary. He left a copy for me to read. I don't suppose any American soil scientist has had a tougher go what with the illiterate natives, elephants, snakes, heavy storms, and the usual problems of dense tropical rain forest lacking modern roads. It was one of the most thorough jobs I had seen done.

The edited manuscript went to D. and R. in New York for reproduction. I received a copy about October or November. They had omitted names of all the workers and included only a general letter of transmittal from John Oliver as president of D. and R. This made me quite disgusted. I wrote John a very strong letter against some of the silly editorial changes his office had made without consulting Paul. I complained bitterly about omitting the names of the soil scientists and pointed out that the people in AID couldn't understand the complete omission of their contribution. (A mutual acquaintance told me later that John said of my letter that "It was one of the two nastiest that I ever had.") But anyway I got through to him and new title pages were arranged.

On April 14 we got back three or four of the revised soil survey memoranda with ridiculous suggestions by Gladwin Young. These suggestions were fully intended to embarrass me. He knew nothing about the work and cared less. We were all hoping and praying that nothing could possibly interfere with his plans to retire early in May, 1967.

About the middle of April E. L. Peterson came in to see me. He was troubled about his position in the Development and Research Corporation. Leo Anderson had resigned in a huff but partly for reasons of health and Peterson didn't know who would be in charge of Agriculture. Fortunately, I had a talk with John Oliver about this, first on the telephone and then at the Water for Peace Conference in June. Apparently that cleared up the matter.

At this same time Gladwin Young was pressing Williams to push the "quickie" local soil survey "reports" to be used by a very few with photos of the field sheets.

Then too, a fine representative from the Bureau of the Budget spent over a half a day with me and my staff going over our Soil Survey program,

policies, plans, and problems. All of his questions were obviously designed to be helpful to our program.

On April 20 Omer Kelley came in to talk with me. Now that Moseman was leaving, he had lost much of his interest in AID. He asked about the possibility of taking over as deputy administrator of ARS for production research following the retirement of Dr. H. A. Rodenhiser scheduled very soon. He told me that his name had been placed in nomination by someone but that he didn't know who. I talked with him generally about the good and bad points of the position and he left. On May 2 Nyle C. Brady called me from Cornell about the same matter since his advice had been sought. We talked about a few names and I relayed to him what Omer Kelley had told me. Brady reacted violently. "That damned liar, I told him myself that I put his name there and I shall strike it off." Later I had a discussion about Brady's list with Assistant Secretary Robertson.

I was sorry about Omer's carelessness because I had thought that he had stopped this kind of lying. A few weeks later Byron Shaw asked me to go along with him in supporting Omer Kelley for membership in the Cosmos Club. I did support it. But along in late December I had a letter from the Club saying that he had failed of election by the membership committee. He just told too many stories to too many people in the Club.

April 21 we completed our hearings before the House sub-committee of the Appropriations Committee. They went very well. Our trouble with appropriations is partly within the Service and partly with the Under Secretary of Agriculture but not with the Bureau of the Budget nor the Congress.

Near the end of April I worked up estimates for a small-scale soil map for the Upper Great Lakes Economic Development Region.

Also David Gardner came in to see me looking his old self and paid off a debt of \$50 that I had just about forgotten.

At the very end of April many of us were extremely happy to take part in ceremonies for the retirement of Gladwin Young. His successor Kenneth Grant is no genius but he is a sensible man with regard for his responsibility to the public. Then again Mohagen tried to raise objections to the continuation of Dr. Marlin Cline's appointment as an agent. But again she was defeated.

On April 27 Ray Heinen hit me again for the tax due to the Democratic Party!. During the last few years the only times Ray had come to my office was as the Democratic tax collector. Even though it made me mad I also got much amused. Secretary Freeman thought that pools on ball games were wicked. He sent out a memo against them. Yet he designated government employees, on government time to solicit for the Democrat^{ic} Party in direct violation of law. Of course I paid the next day, \$50.00 by check. This was better than last year when it was \$100.00. So maybe \$50 wasn't wicked to Freeman despite the law!

Near the end of April Don Williams called me in to show me a letter from Ensminger of the Ford Foundation. The letter asked Williams to spend four to six weeks in India each year as a member of a consulting team advising the Ford Foundation. Williams asked my advice. Yet clearly his mind was all made up to accept. I am sure he merely wanted to show me the letter, I didn't know why. Nor do I know why Ensminger wanted to hire him except that he thought that he could get more help for his India program this way. And he was probably correct. Flattery works well with Williams.

The first of May I got real angry at the principal soil correlators. I discovered they had had a meeting in Lincoln, except for Johnson (who was experting FAO in Rome). They had a formal agenda. I learned of it because one of the people from the Lincoln lagoratory, Holmgren, spoke to them about a ridiculous paper he had written about the "soil individual." I wrote these boys a pretty strong letter. Dr. Aandahl sent a ridiculous reply later saying that it was not a formal meeting (which it was) and sharply criticized the Washington national directors. Of course, it was obvious that Andy was irritated at the national office for "interfering." If we have national programs in soil classification and interpretations, of course, the national directors will have to do some interfering. In the end they all apologized.

May 4, I went to Cornell essentially to give the banquet address to the participants in the finals of the Intercollegiate Soil Judging Contest. In addition I had another talk with Brady, a seminar with the soils staff, a two-hour seminar on communications with the general faculty discussion group, a seminar at the nutrition laboratory, and a two-hour lecture, with slides, on tropical soils. It was all quite a workout. I had however a nice relaxing three hours about rare Joyce books with Mr. Healy of the Cornell library. I stayed with the Drosdoffs and this was also pleasant.

May 8, I took Mommy to the hospital to have an operation for removal of the gall bladder. The day before she had reminded me that when her mother went at her age for the same operation, cancer was found. The following day I talked with the surgeon immediately after the operation and there were no complications. Between then and her return May 16 I had a very busy time of it between the office, the hospital, and taking care of Shem, our ever-loving Siamese. But I enjoyed the absence of Gladwin Young.

During April and May I worked very closely with Mr. Dorny and the Administrator to get some much needed funds for publication, editing, cartographic contracts, and equipment for our cartographic, laboratory, and research programs. This turned out to be highly successful.

Tuesday, May 23, I gave a lecture that seemed to be well received to the FAS on the relation of education in agriculture to economic development.

May 24, I went to the second session of the Water for Peace International Conference here in Washington, organized by the United States. Secretary Udall made a ridiculous speech. Most of what he said was silly. He spoke at great length on a much crowded program where he was not scheduled. Among other remarks, he talked about what "his scientists" were doing about rain-making. They had assured him that they would be successful with an annual budget of \$30,000,000. But then he went on to say there were several problems. "We must be sure not to disturb the ecology." I could not help but laugh because I had assumed that was the purpose of getting more water -- to change the ecology.

Director General Sen of FAO spoke on this program. He looked terribly old and tired.

May 25 I had a fine conference with a young man named Rice, who was going to Thailand to take the place of Mr. Gallup. I thought that Rice would get a great deal out of the association with Frank Moormann.

In the afternoon I had a call from Layne Beattie. He told me that he had three foreign guests lined up for another TV program on "Across the fence." (I had just had one on the prospects of world food production the previous week.) But, of course, I agreed to go. When we got there, two of them had stood him up. The only one who came was Ing. Abelardo Amaya Brondo, Director General of the Irrigation Districts in Mexico. He turned out to be a charming and obviously well-informed man.

So it was up to the three of us.

Then I got another call from a man named James O'Brien in Interior to be prepared to take part in a special session at the Water for Peace program Tuesday afternoon, May 30, Memorial Day, on the dilution of saline water with fresh water for irrigation. I was scheduled only for a talk on water control for farming in the forenoon of that day.

I had a lot of compliments on my talk, "Water-control systems on soils used for farming." It was the only talk of the conference that dealt in any significant way with the main source of water for about 90 percent of the world's farm products -- the water that falls as rain directly on the cultivated soil.

On the whole this conference was absurd. It was primarily to get publicity about water desalinization to help Udall get more money from the Congress and for AEC to get more money from the Congress to experiment with atomic reactors for the same purpose.

On June 2 I had an interesting seminar with the Asian Congressional Fellows sponsored by the Political Science Association. This had been arranged by Warren Blight of the SCS who had such a fellowship himself for the congressional year 1966-67. Warren is well above average in the SCS.

The following weekend I got current with my garden for the first time and sent out Bloomsday cards furnished by the Twelve Oaks Press of Bill Johnson.

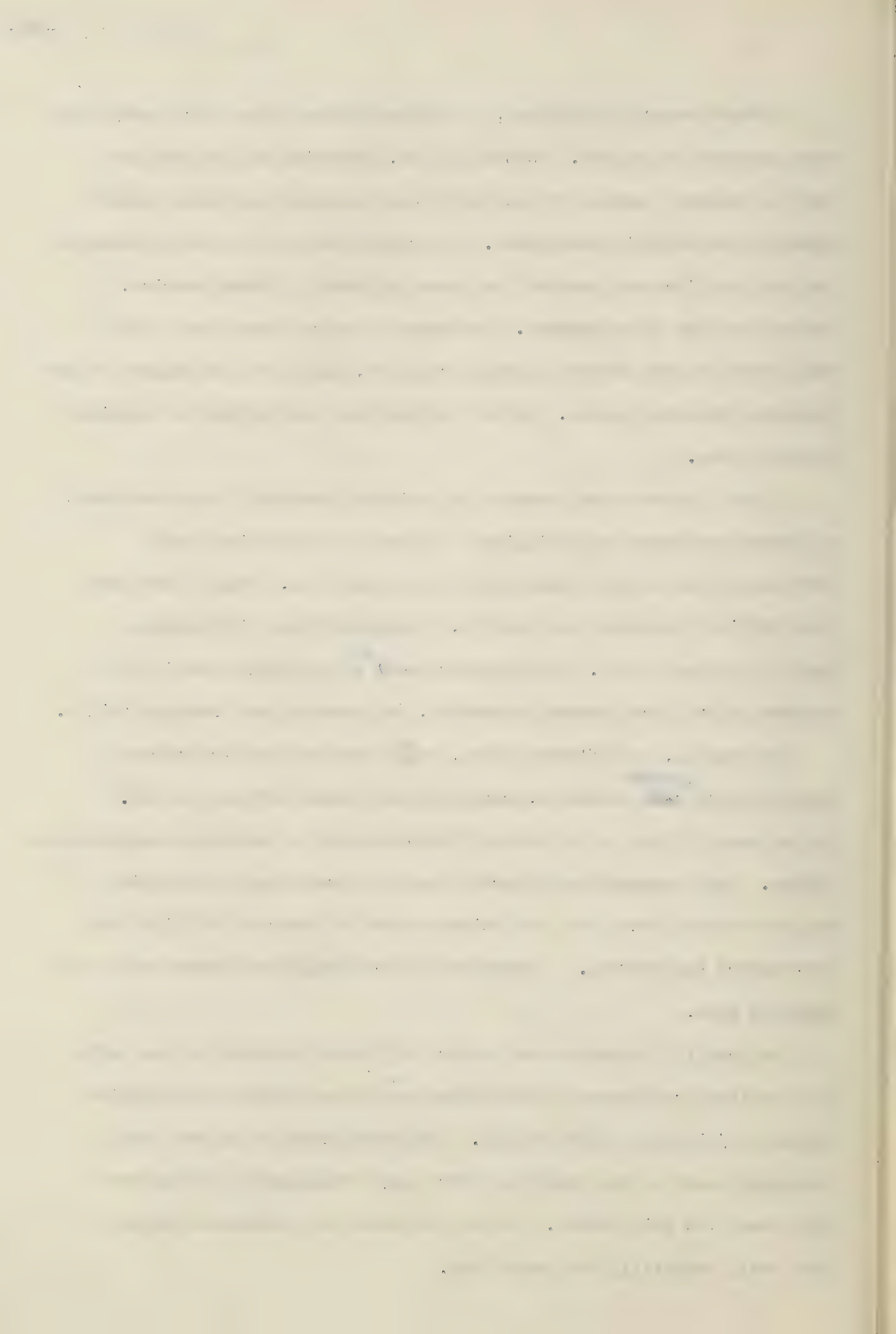
The next day, June 5, the war between Israel and Egypt started. Egypt had been trying to attack but Israel knocked out all their planes and tanks.

Without regard to this war, my correspondence became very heavy with many speeches and papers. Fortunately Mr. Manwaring of the ASCS had read my two-page summary of the world food potential and called about something he couldn't understand. The reason was that in the printing of the article, "Central America" had been replaced by "South America." I had no idea how this happened. Fortunately the call came just after I had agreed to make several thousand reprints, mainly at the request of the National Research Council. So the reprints are correct and the original article wrong.

I had a private conference with Assistant Secretary Robertson about my former conference with Williams to upgrade the principal soil correlators and to get a man lined up to replace me. Since I was sure that Marlin Cline would not take it, I explained that Bill Johnson would be the most able. My successor needs^{ed} to be deeply read in soil science, have a good general education, and possess good language skills.

On June 13, at different times, Dre^ama Bond told me that a man named Ralston ~~would~~^{would} become the congressional liason officer for SCS. He had been filling in for Warren Blight who was on leave as a congressional fellow. She contended and I agreed that the reason was that Ralston would do exactly what Berg and Heinen wanted in contrast to Blight who represented the Service. I explained to both Dre^ama and Warren not to do anything rash.

On June 15 I spoke on the subject of fitting suburbia to the soils at a national conference in Washington on Soil and Water for Suburbia" sponsored jointly by USDA and HUD. The paper seemed to go well and throughout most of the conference very many complimentary things were said about the Soil Survey. Yet on the whole the conference lagged a good deal, especially the second day.



On June 16 Jefferson and Martha Dykes came to our home for dinner on that Bloomsday.

On June 21 I had a very interesting conference with a man named Miller, a chemical engineer, who was working on some kind of hush-hush committee involving mainly DOD and State on what could be done to settle Arab refugees. He had already been to the World Soil Geography Unit and seen the soil maps but they had told him he would have to come to me for their interpretations. He had in mind using waste flame gas to power small desalting units where there were good soils in the Arabian Peninsula responsive to farming with irrigation.

I gave him what he said was the first idea the committee had had for dealing with the nomadic areas of North Africa, parts of East Africa, and a good deal of Southwest Asia. I explained that areas of responsive soil could be located near slopes where water could be stored underground above the areas to be irrigated. The first attempts would be wholly to produce reserve forage for the unusually dry years when herds of cattle, goats, or sheep are reduced by starvation. In time, such areas would become market centers. Improved and orderly marketing is a major handicap for these nomads.

Buyers normally pay a small price per head regardless of the greatly contrasting quality of individual animals. Thus for years the total numbers in a man's herd is the social symbol, not their quality. Not only is the price low, there is no incentive for excellent animals.

We should not make the mistakes that the Israelites made in the Negev of using such soil areas importantly for food crops except as the scheme might be expanded later. In time the nomads would begin to settle in these cluster areas. The women, the children, and the old men

would remain there permanently. Schools could be established, which are desperately needed. But, I pointed out, if this idea of "settling the nomads" gets out to them in advance they will resist the scheme and will not cooperate because they fear they would lose their grazing rights.

I was sure this kind of scheme could be carried out with a team involving at least a soil scientist, an hydrologist, one or two engineers, and a first-class cultural anthropologist. The ^{Romans}~~Romans~~ had already carried out this kind of engineering in North Africa. Their works could be rehabilitated and new ones made elsewhere. I pointed out that the Soviets at first tried to "settle the nomads" and couldn't until they had some indirect scheme of this sort.

Between conferences and heavy correspondence this same week I managed to tape five radio talks for USDA Information on world food potentials, suburbia, community planning, etc.

On June 24 I went to Silver Spring and signed up for Medicare because the following August 2 would be my 65th birthday -- my second majority.

When I was a boy a man wasn't considered old until he reached 70, which was the retirement age when I came into the USDA. Curiously with improved medical care the figure dropped to 65.

From June 26 to 29 I spent at a land-clearing seminar at the Caterpillar Company headquarters in Peoria, Illinois. The seminar was mainly for prominent dealers of equipment for land clearing made by the Caterpillar Company and the Rome Plow Company. I had already seen movies of some of their early demonstration projects in the southern part of the United States and in the heavy tropical rain forest. At Peoria we saw some more movies and a demonstration of clearing a thick old oak wood near Peoria. Certainly this equipment offers the greatest break-through

in a long time for land clearing. It does a much better job at about 1/5 the cost of former methods. The heavy sharp blades cut the trees off at the ground level, leaving the roots in the soil. This method does not damage the soil, in contrast to bulldozers, which do much harm to the soil.

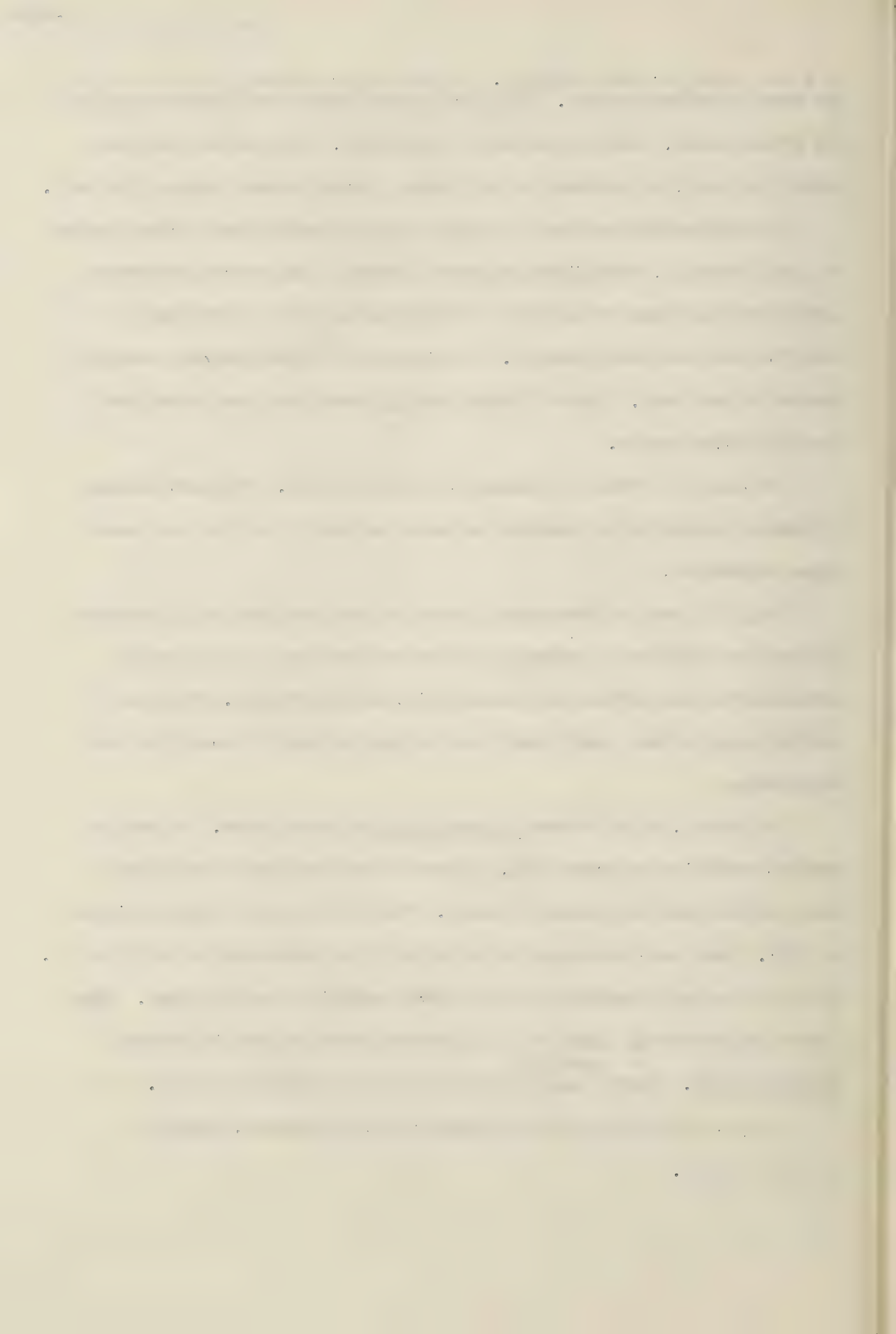
My assignment there was to explain why and how the many other factors of plant breeding, fertilization, water control, land tenure, marketing, and so on would need to be taken care of equally well to have full benefits from the land clearing. I enjoyed the conference very much and learned a good deal. Later I found that my speech had been taped for use with other groups.

On June 30 I found an impossible stack of mail. The next weekend I cleaned up work on my speeches and made new want lists for the James Joyce collection.

July 5 I went to Montgomery Junior College and gave an illustrated lecture for teachers of geography on the nutrient cycle with special reference to both natural and arable soils of the Tropics. This was over by noon so Mommy and I went over and got a load of stones for the rock garden.

On Monday, July 10 came Chamber Music by James Joyce. It was in perfect condition and cost \$4.00, the most I had ever paid for a single book and this one only about 36 pages. But only around 500 were printed in 1907. Many were destroyed in World War I and some more in World War II. But this gave me a complete set of Joyce's books in first editions. Then I went ahead with my lists to get important books he used in writing Finnegans Wake. (And I ~~buy~~^{to get} a good many in the remainder of 1967.)

July 17 started a very busy week of correspondence, speeches and conferences.

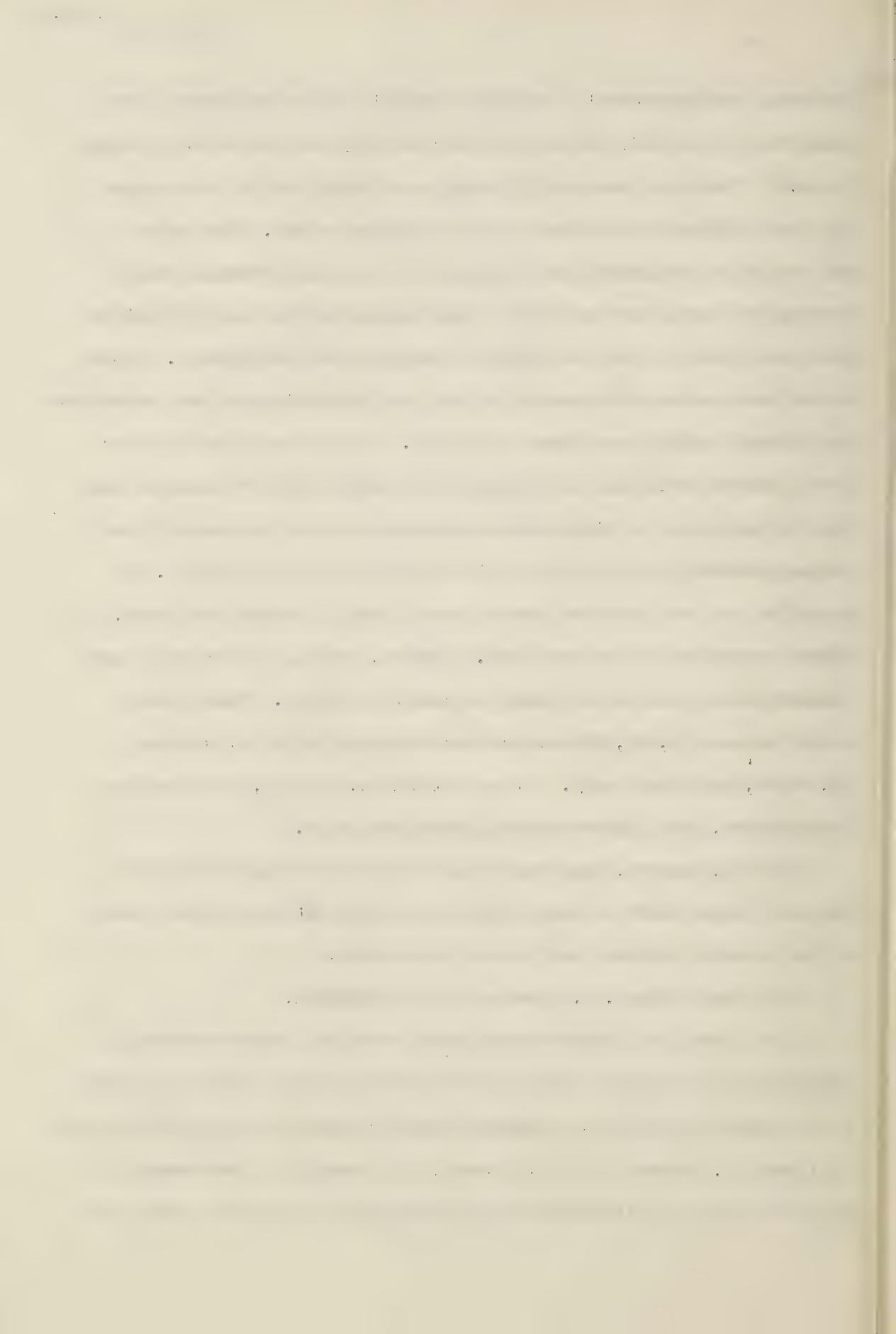


Curiously the Department's Inspector General's Office conducted a very long study of our Soil Survey laboratories. (They must be short of things to do!) The report was highly laudable and urged the SCS to increase the funds allotted to this work which pleased me no end. The report had two major recommendations including (1) that the principal soil correlators have a greater role in their administration and (2) that we have one in each of the four Regional Technical Service Centers. Later we had conferences with them explaining that each principal soil correlator was already terribly overloaded with work. We also explained that our total present facilities were adequate for quite a bit of expansion and that by having one at Riverside we could operate more economically and maintain mutually helpful liason with the US Salinity Laboratory. To establish any new laboratory would be very costly in basic equipment, almost regardless of the work load. Further, each laboratory would need to have readily available a complete chemical library. These costs would run over \$1,000,000 each and would be prohibitive at Portland, Ft. Worth, and Upper Darby. At the Beltsville, Lincoln, and Riverside laboratories, such libraries were already available.

We did, however, make some changes based on recommendations of the Soil Survey staff to have regular discussions of priorities at each of the biennial regional soil survey conferences.

This week also J. C. Dykes was in the hospital.

As a result of inconsistencies among agencies a conference was planned by the top Water Council of the government for a meeting in Utah of representatives from the USDS and Interior about land classification and soil surveys. Since much of the trouble is bureaucratic and semantic I went over all of my old notes and publications on the subject and wrote



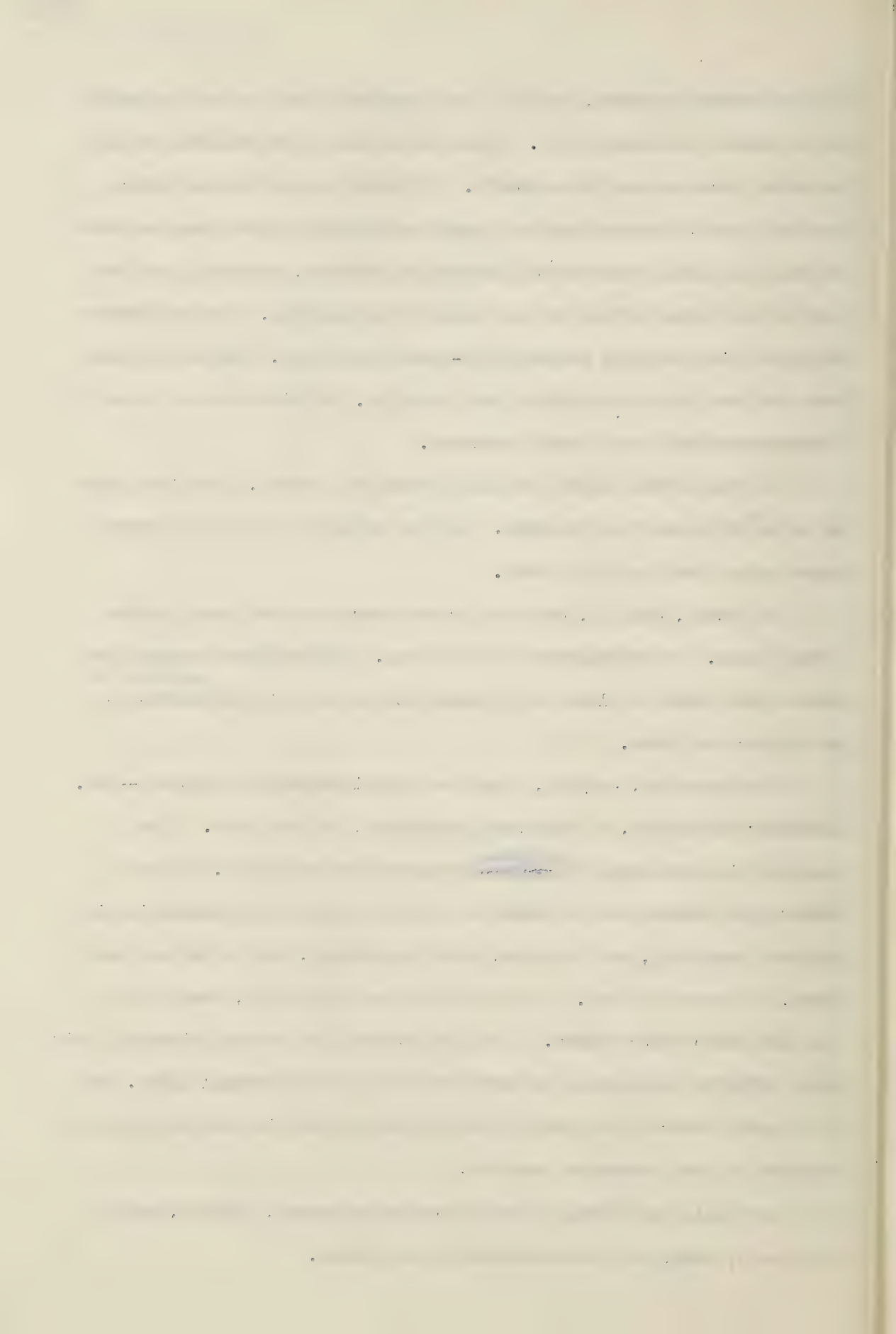
out the Service position, which I then discussed with the soil scientists and engineers scheduled to go. Typed copies were made available to all including those on our State staffs. It turned out at the conference that this was all understood and agreed to although later there was some welching on purely bureaucratic grounds in Interior, especially by the head of the Denver office of the Bureau of Reclamation. But the Service would not yield without another full-dress conference. Hollis Williams took the lead in this and did a very fine job. As time went on he and I worked more and more closely together.

On July 18 Mary Alice and family came for a visit. They went with us to an "SCS picnic" on Saturday. For the second year the SCS "Beauty Queen" came from the Soil Survey.

On Sunday, July 23, our dear friend Georges Aubert came to make a full house. We had pleasant talk all day. Martha Dykes arranged for him to stay there to sleep and I picked him up early in the morning ^{of the 24th} to get him to the plane.

That same day, July 24, I had two very interesting visitors -- Dr. Alexander Baranowski, a Polish soil scientist, and his wife. I am always a bit suspicious of ^{eastern} ~~western~~ Europeans who may bluff. He had worked with Edelman and in Ghana so I really gave him an examination in physical chemistry, soil science, plant physiology, and in Holland and Ghana. He came out fine. I asked him for more material, saw him and his wife two or three times. I called Marlin Cline and explained all this and a definite appointment was made for him to visit Cornell later. He got a good research position and then in the autumn his wife also got a position in Home Economics research.

Mary Alice and family started home on Wednesday, July 26, which left Mommy, Shem, and me overwhelmed with silence.



On August 2 we got our budget allocations, which were not very satisfactory since the Congress had not acted on our appropriations bill for fiscal 1968 (and they did not until late in autumn, which is an example of the irresponsibility that the Congress sometimes exhibits.)

Bu August 6 Jefferson Dykes was well and brought me three mint copies of the Texas Quarterly having an article on Joyce by Ulick O'Connor. One of these I sent to Fritz Senn.

All during the summer period I had been fully occupied with correspondence etc. at the office, cataloguing books at home, and taking care of the garden.

On Sunday, August 13, I flew to Des Moines, Iowa for the annual meeting of the Soil Conservation Society of America. This Society is about 1/3 picnic, about 1/3 propaganda, and barely 1/3 serious discussion. I gave a speech that I had worked long and hard on summarizing the future potential of soils in the US as related to both farm and non-farm uses. I showed that we had 260,000,000 acres, ~~in~~ private hands, suitable for farming for which there were no known methods for successful management. Their continued use could lead only to rural poverty. I concluded with a very strong plea for kinds of community planning and zoning that would insure neighborhood playgrounds and nature study areas within walking distance of the children. I got many compliments on this but I doubted that much would be done by my listeners. Later I made a tape summarizing the speech for the local radio station.

When I returned the afternoon of August 17 I found several copies of the "American Book Collector" with my piece A Joycean Holiday. To my amazement it also had a rather detailed biography of me by J. C. Dykes -- one I thought my friends would like but that others might find somewhat exaggerated.

22 Sept 1968

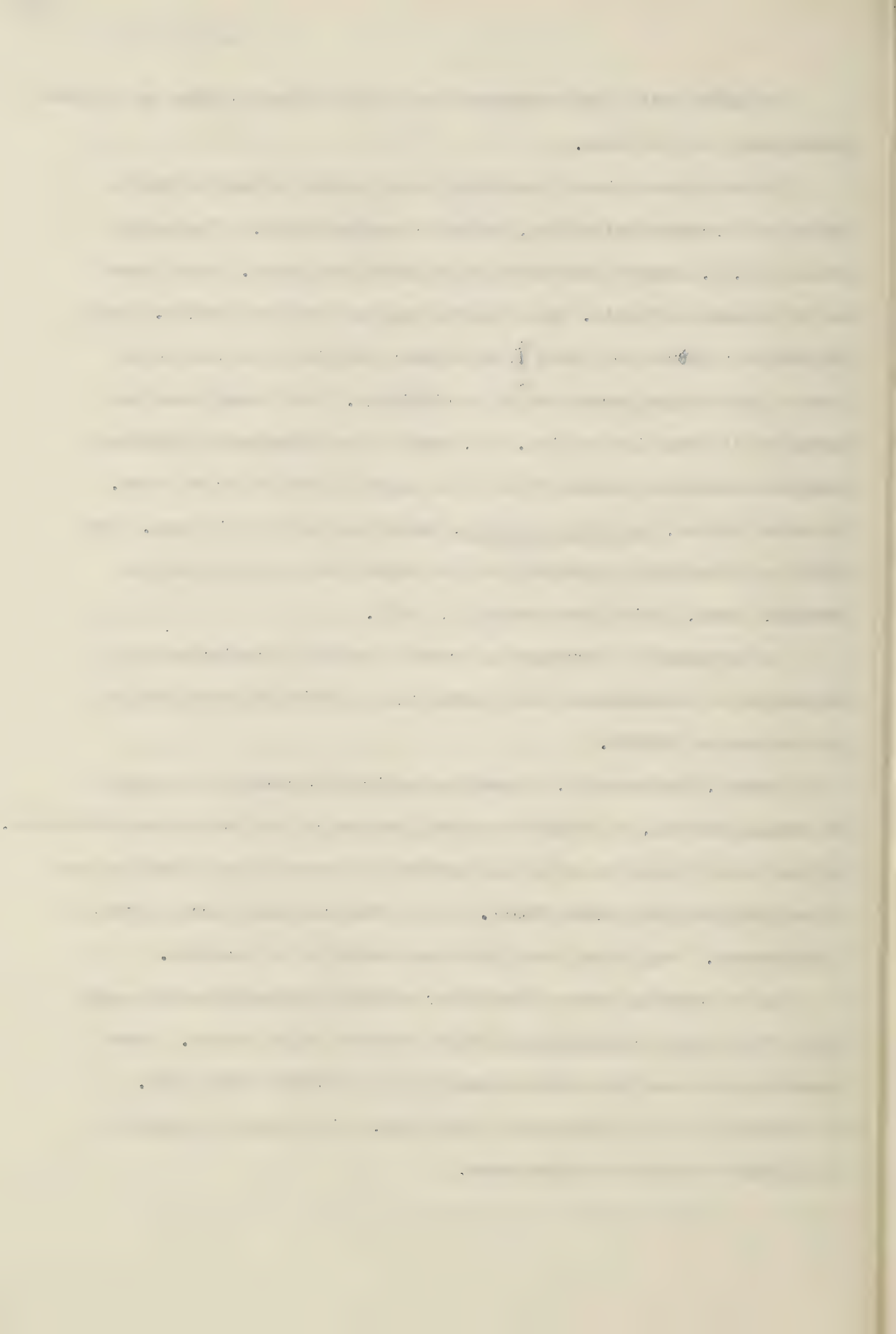
Following this I had correspondence at the office to clear up and book cataloguing to do at home.

In the Joycean piece I mentioned about getting a book in Dublin for my soil science collection, "which is another story." The editor wrote to J. C. Dykes to encourage me to write that story. This turned out to be more difficult. On a journey one has a natural outline. But to look at a library of about 1,000 volumes and fix up an outline to cover a few of them turned out to be difficult. But I went ahead and worked on it from time to time. Mr. Hamm of our Cartographic Division made some beautiful copies of the title pages of some 20 or so books. The essay called, Our soils in books, turned out to be a bit long. The first half came out in November and the second was scheduled for the December issue, (which came January 5, 1968).

On September 5 I arranged my travel to attend a conference in Holland on an International Soil Museum and in Paris for consultation as the guest of UNESCO.

Sunday, September 17, I spent the entire afternoon on a journey to Athens, Georgia, to attend the annual meeting of the State conservationists. On the whole I guess it was a good meeting but certainly not like the ones of our National Soil Survey Staff. It is about as much a social event as a conference. Many bring their wives and relax in the evenings.

In the opening session John Baker and Don Williams gave the usual sort of pep talks on admonitions to do good and follow policy. Glenn Bennett gave a good talk about planning in the Atlanta Trade area. He repeated the old cliché about "wise" use, which should be replaced by the word "prudent" to make sense.



Dean J. W. Fang of the University gave an excellent talk on education. I did not need to take notes because he followed my recent book right down the line. But I am not sure his professors do so.

The sessions on resource planning went only fairly well because none of the field representatives is an imaginative chairman. Further, it was not helpful to ask State conservationists to make little speeches on subjects they have not thought much about.

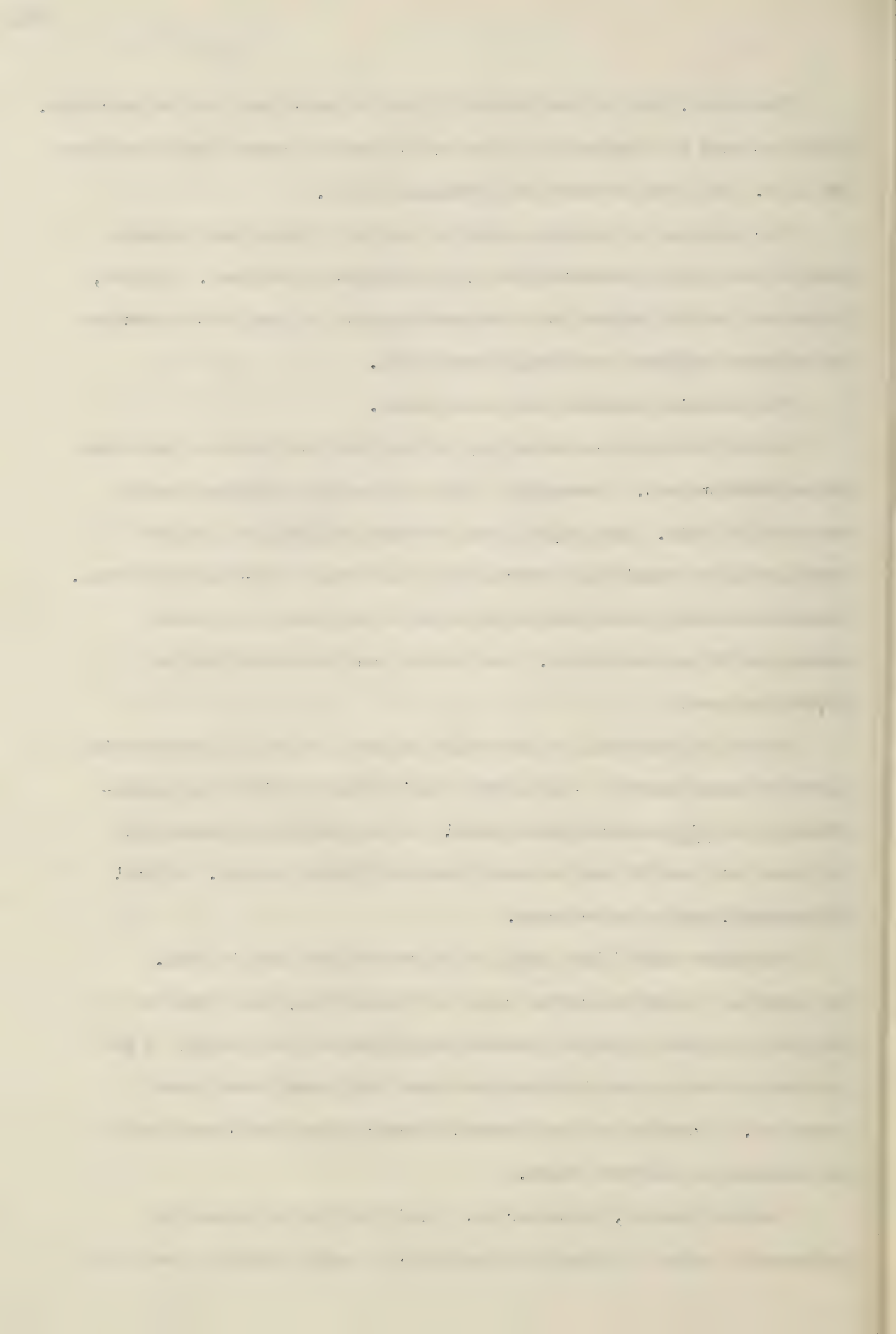
The training sessions were even poorer.

We did have an interesting day in the field to look at a watershed and an RC&D project. Personally, I did not see why government money was used for this. The project area was very near Atlanta and was excellently and completely controlled by the local white-power structure. Characteristically there was no criticism of any Federal or State agency, or of any individual. Land prices ran from about \$500 to \$2,000 per acre!

We had a great deal of discussion on how to make soil conservation districts more powerful -- even State legislation to give them responsibility for all resource development! At the banquet September 22, Williams told how SCS was the most important Federal agency! Oh God! Oh Montreal! what a naive group!

September 22nd I left early to be sure to get home in time. The next day I made the garden ready and Sunday Mommy and I went to New York to spend a little time with Mary Alice and her family. I had not been at their place in Glen Cove since they moved there three years ago. I divided my time between trimming roses and other plants and visiting an old book store.

Tuesday evening, September 26, I left New York by plane for Amsterdam in order to attend the meeting of a small advisory panel on a



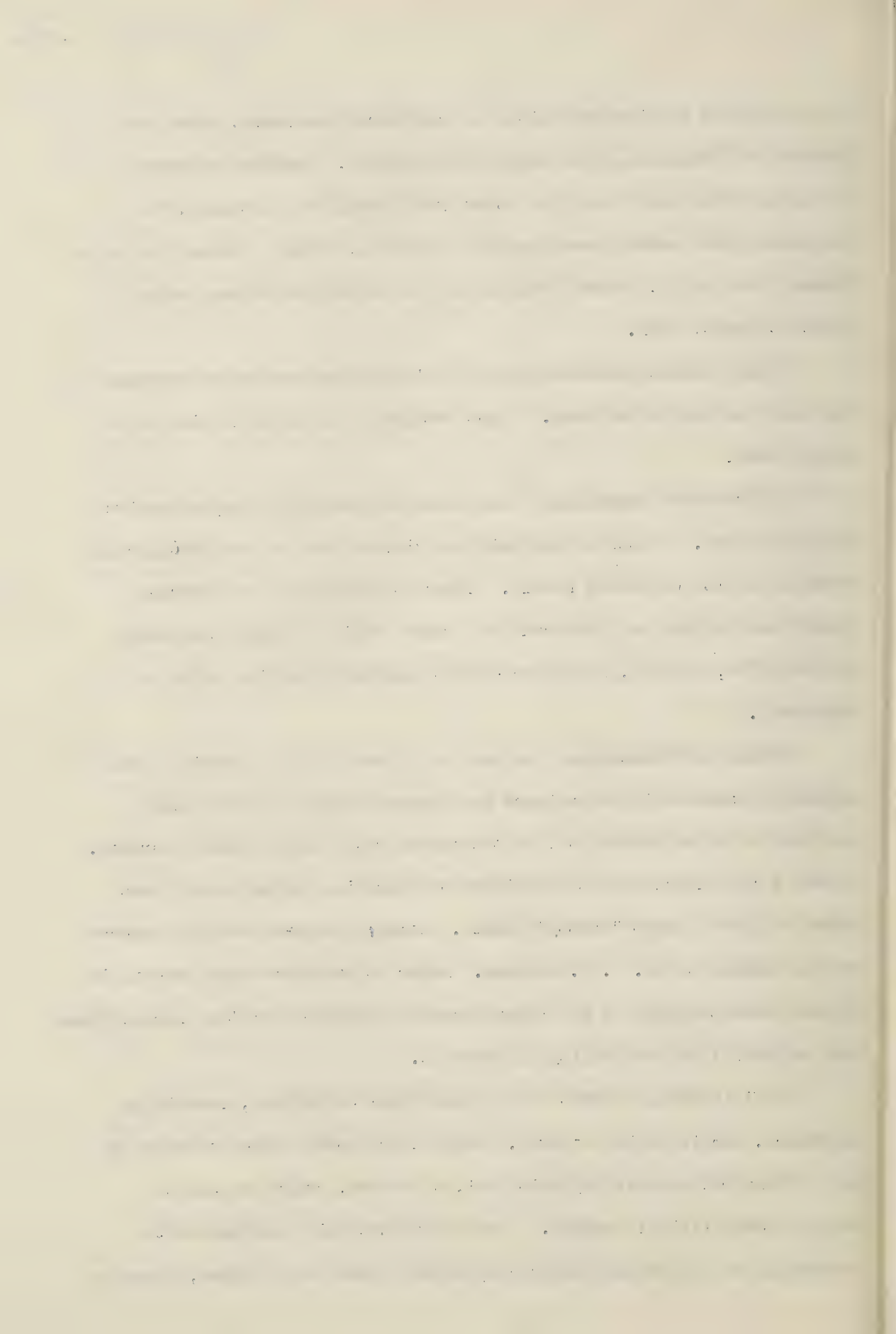
soil museum to be financed mainly by the Dutch Government, under the Ministry of Education, with support from UNESCO. Besides Professor F. A. van Baren and a very few other local people as listeners, the following panel members were present: Prof. G. Aubert, France; Dr. D. L. Bramao, FAO; Dr. S. Evteev, UNESCO; Dr. S. V. Govinda Rajan, India; Prof. V. Kovda, USSR.

I had reached Amsterdam about 10 o'clock the morning of September 27 and took the bus to Den Haag. I got settled in my hotel in time for a light lunch.

I discovered immediately that rooms and meals are very expensive in Holland now. I took a long walk and visited most of the antiquarian book shops with no useful result. Later at the hotel I met Georges Aubert and he gave me a program for a short visit to UNESCO and Bondy in Paris (He, himself, had to go on to a meeting on saline soils in Budapest).

During the discussions the next day I was able to interject some notion of accumulating experience and research data about the soil profiles to be collected so that the museum could have a useful purpose. We had a long lunch with the Ministry of Education during which I was asked to give a short "pretty" speech. Mainly I talked about my sadness at the absence of Dr. C. H. Edelman. Later it was clear that several in Holland were aspiring to his former towering position but that none of them had anything like the ability to reach it.

We finished up a draft with a great deal of quibble, especially by Bramoa, who is as bad as ever. Both he and Kovda tried to butter me up a little bit against Guy Smith but, of course, Smith has had to handle these difficult people. I was told that Smith had agreed to everything at the Moscow conference, which I knew to be untrue, since he

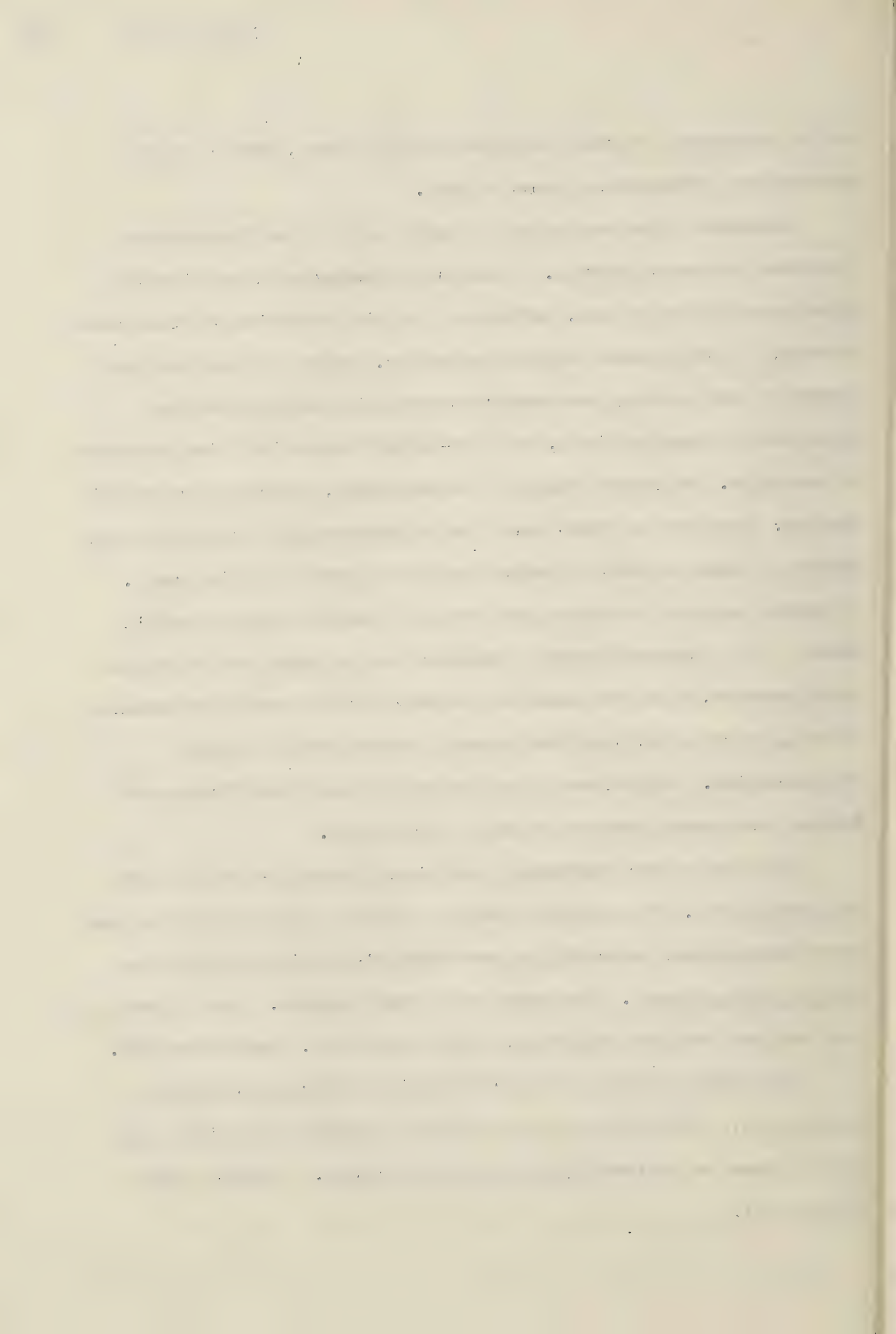


had no opportunity to study the notes and the legend, both of which were written afterward by Bramao in Rome.

September 29 we went by car to Delft to visit the International Institute for Aerial Surveys. I was much impressed with the director, whose name I failed to note, particularly in his discussion of "integrated surveys." I was pleased that both he and Dr. Evteev stressed that the leader of such a survey team must be someone with deep professional experience in some one field, not a so-called "generalist" like Christian of Australia. We looked briefly at the equipment, especially in the soil section. This was the first time I had an opportunity to talk much with Benema, a former student of Edelman who made a good record in Brazil. In several ways he is quite a good man but I was sorry that he wasn't better. He is extremely weak in economics and has gone back to the old Dutch practice, which the Dutch Soil Science Society repudiated formally in 1961, of using the term "land classification" for soil survey interpretation. This misuse of the concept of land classification will confuse the already immature students a great deal.

After we had our conference I was given a manual on aerial survey Published by FAO. The following evening I looked it over quickly and was quite disappointed, especially at some straight-out misquotations from the Soil Survey Manual. They asked me to send comments. Later I sent them long and detailed criticisms, with a copy to Dr. Ignatieff of FAO.

After lunch we went on to the University of Utrecht to wind up the sessions. Here again we had a good deal of quibble on points that neither Bramao or Govinda Rajan actually understood. Yet both talked a great deal.



It was also obvious that van Baren was very jealous of Wageningen, and especially of the great Soil Survey Institute there. Both the aerial survey group and the University of Utrecht are under the Ministry of Education whereas Wageningen is under the Ministry of Agriculture. The new building to house the Museum is to be built at Delft. Although Wageningen will be represented by one individual on a local advisory committee the Soil Survey Institute will have very little to do with this museum now. This is a great pity. Yet the Soil Survey Institute is so good they can easily weather the storm and the harm will be to the museum.

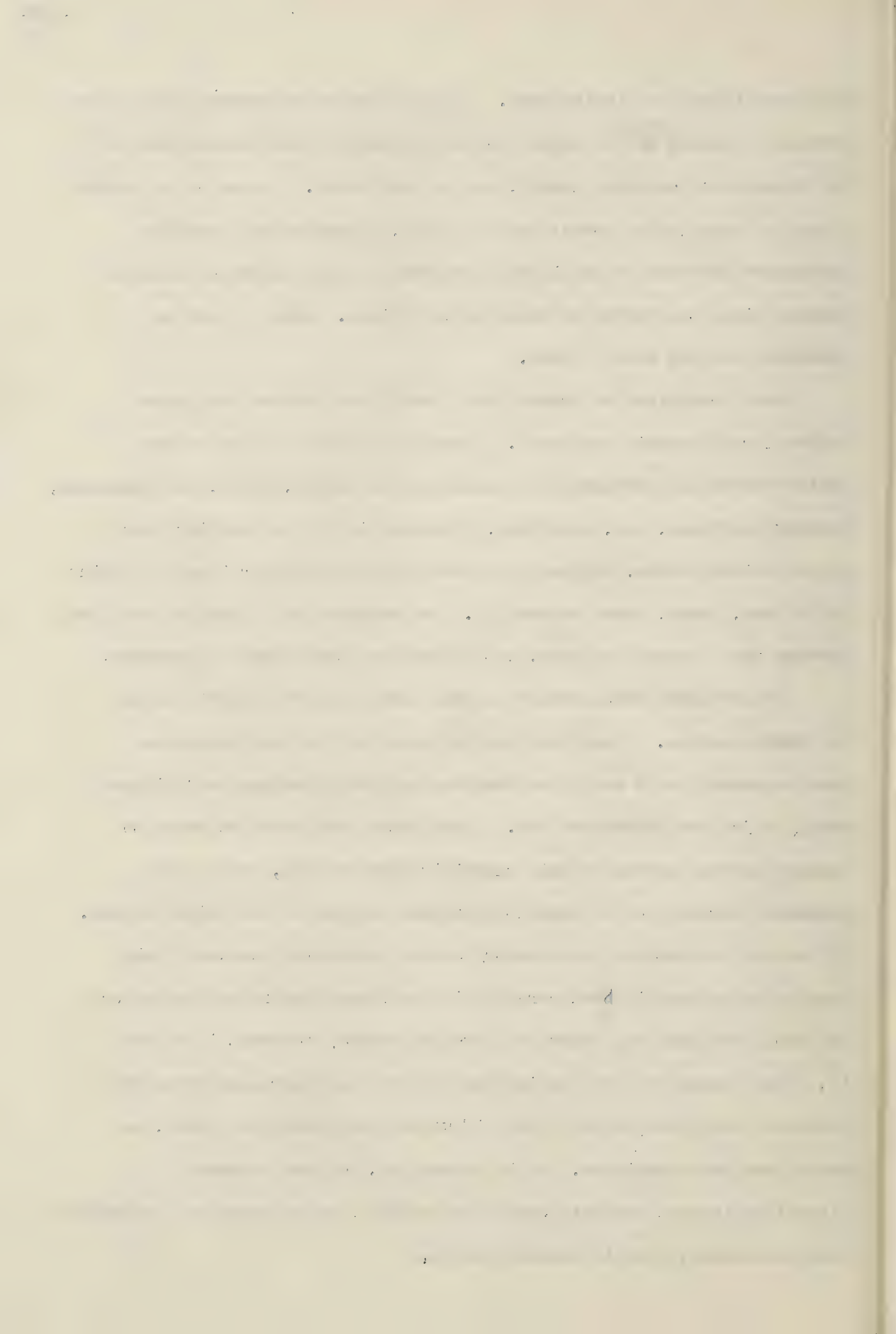
Later in the afternoon we returned to Den Haag. After returning to the hotel that evening Govinda Rajan gave me a copy of a published detailed soil survey in India. Despite all my efforts he still uses such complex symbols that I can scarcely read it. It would take me days of hard study to make anything useful out of it. Such a waste! I became firmly convinced that the Soil Survey of India will get nowhere at all with him in charge. No good soil scientist would work for him if he could find a job elsewhere.

During that evening and the next morning I had conversations with most of the members of the panel. I had quite a good impression of Dr. Evteev, a Soviet geomorphologist with UNESCO. I judge him to be a little better man than Kovda. It is also clear that Kovda is in a continual battle with Gerasimov and with the Ministry of Agriculture, which then had the Dokuchaev Institute that was moved from the Academy to the Ministry about 6 or 7 years ago. In fact, Kovda was very anxious for me to make a positive promise that we would make a soil map at 1:5,000,000 for the FAO-UNESCO project so he might use this argument

with the Ministry of Agriculture. (I knew from other sources that my own personal standing ^{was} ~~is~~ far higher in the Ministry of Agriculture than in the Dokuchaiev Institute itself, and so does Kovda.) In one of my reports after the tour in the Soviet Union in 1958, I pointed out that the Dokuchaiev had made no significant progress in soil classification and genesis since the deaths of Gedroits and Glinka. Later I made an exception for the work of Rode.

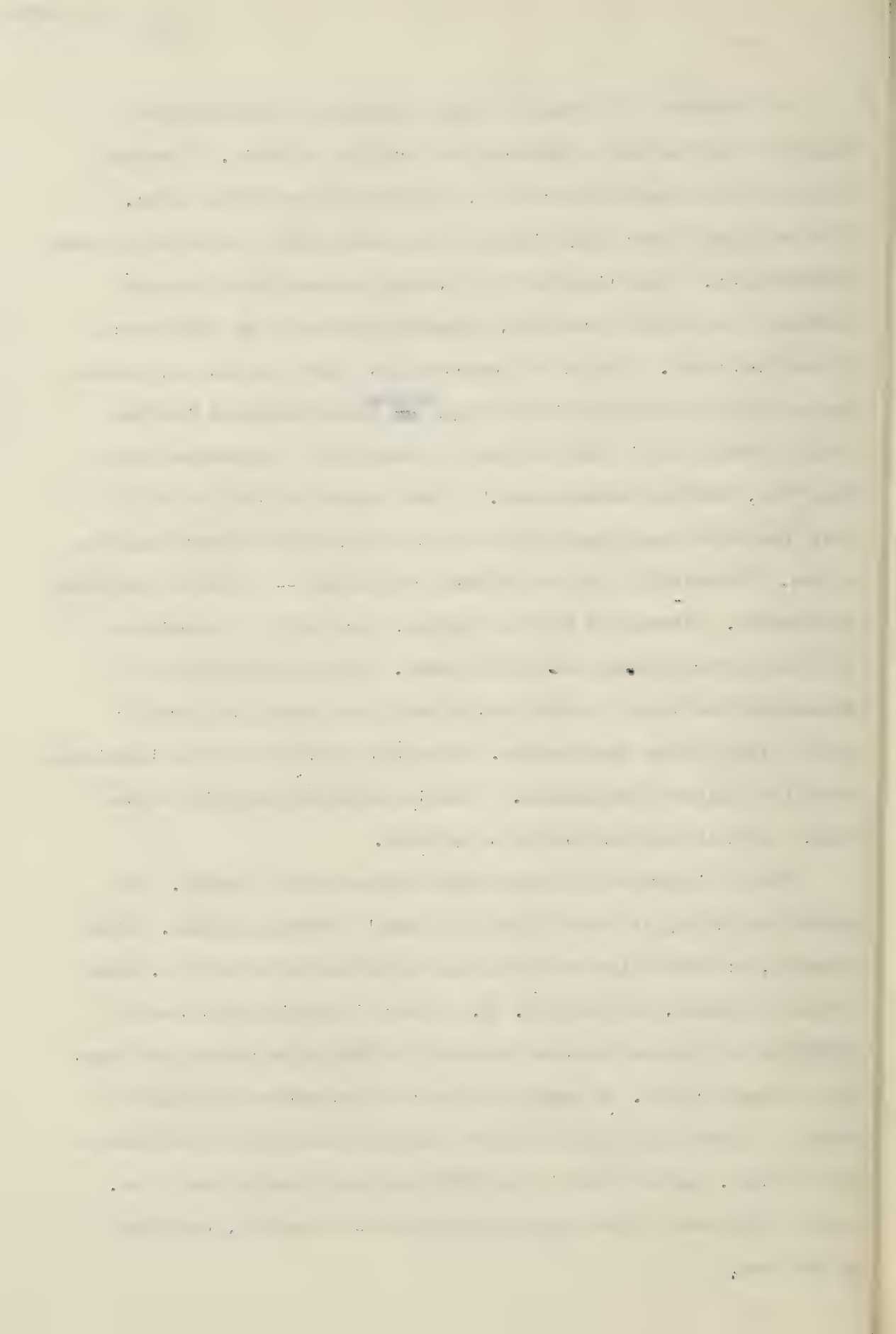
But I explained to Bramao that I would have to see the legend before I could commit our staff. I should add here that we in the United States had arranged for a meeting with Bramao, Dudal, the Canadians, several Americans, and, hopefully, a Mexican in the southeastern part of the United States, beginning in North Carolina October 2 and finishing in El Paso, Texas, about October 12. He insisted that I come to the final meeting and I agreed to do so, but without any commitment in advance.

He and Kovda both pressed me very hard to agree to make the map for North America. I told him that we could not do that unless we were requested to do so by the Mexicans and the Canadians and this was wholly a job for UNESCO and FAO. I explained that since we began to develop our new system of soil classification in 1951, we had been extremely careful not to urge it on anyone outside of the United States. If the soil scientists in a country became interested, we would help them to understand it both here and in their own country but we had not and would not make any effort to urge any country to adopt it or use it. (The reason for this policy was that so many Americans claim that American things are superior that if we had not taken this stand, we would have had opposition. As it turned out, our new system of classification was the main one in the world in which young soil scientists were interested, even in eastern Europe.)



On September 30 I broke off these conferences a little before lunch and took the bus to Amsterdam and the plane to Paris. I reached Paris and had my bag about 3:00 P.M. and took the bus into my hotel. I do not think I ever in my life have seen such traffic and certainly never in Washington. I was tired and a bit sleepy and made about the worst mistake I ever made in traveling, perhaps partly due to my slow French. It was just awful. I had a bit forgotten just where the city air station was and after we were well in the city, ~~my~~^{many} people descended from the bus. I asked a man if this was the air station and I understood him to say, "Yes, everyone descends here." I was perhaps the twelfth off the bus. One or two more came and the bus closed the door and went away with my bag. Fortunately I got one of those rare people -- a free and competent taxi driver. Although he spoke no English, I was able to communicate with him perfectly about what had happened. Actually we were about 4 kilometers from the air station but he could wind around this traffic just a little faster than the bus. So we got to the bus station immediately after they unloaded the baggage. I ran in and my bag was still on the ramp. And this good man took me to my hotel.

Then I discovered that the stores were not open on Monday. So I hurried out to buy at least a little of Mommy's favorite perfume. After dinner M. de Forge called me and we made arrangements to visit Dr. Michel Batisse on Sunday, the next day. M. de Forge is working part time in UNESCO on the long and tortuous handbook for irrigation and salinity that made so much trouble. He brought me one of these enormous documents in draft. I worked on it enough Saturday night to know that it would take a lot of study. Later I took it to UNESCO and asked them to send it on. Many of the names of both soils and people were misspelled, including my own name.



Sunday, October 1, de Forge came to the Hotel Duquesne about 9:30 and we took a nice drive through the big park and out to the home of Dr. Batisse, who was recuperating from a serious kidney operation.

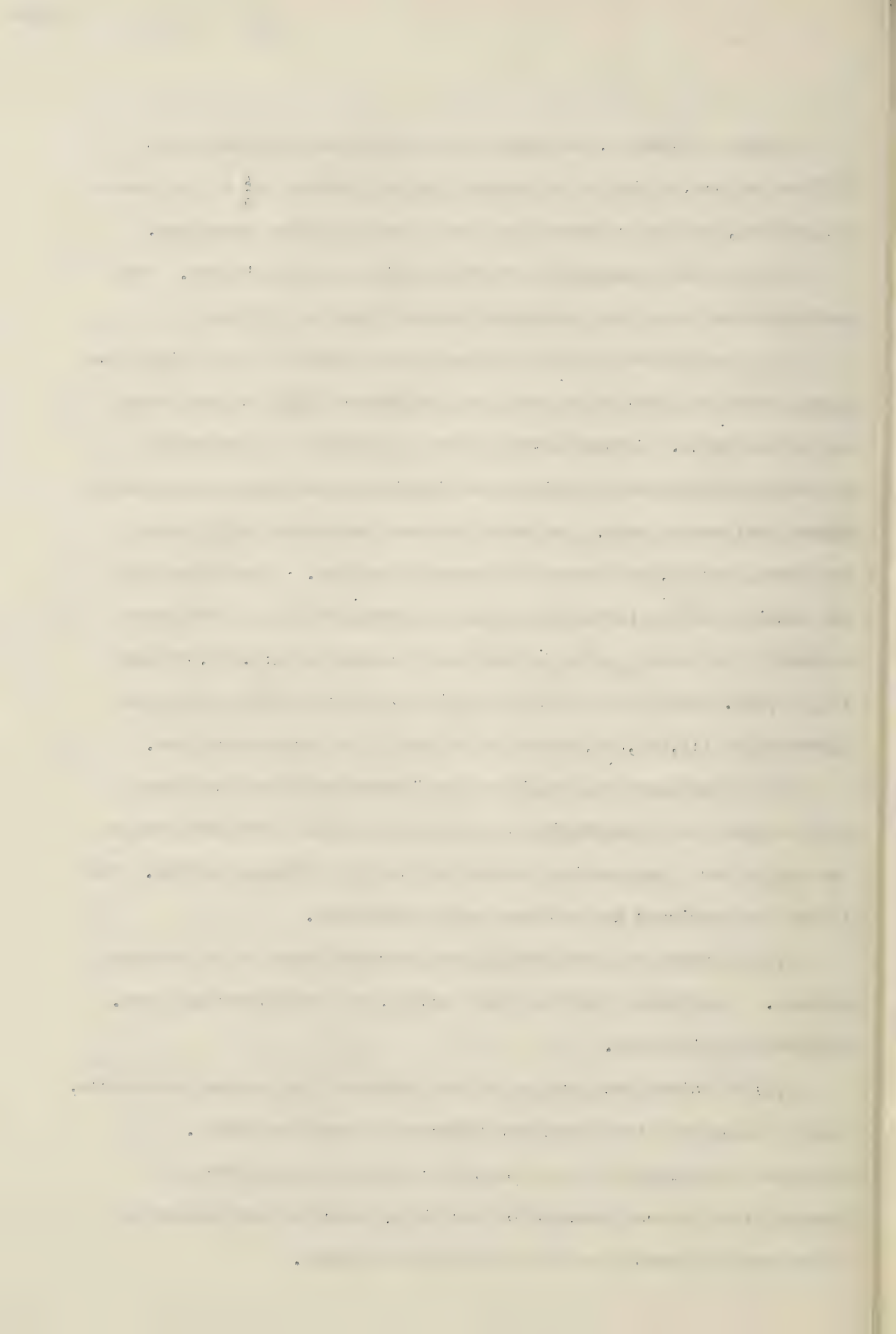
We had a most pleasant conference until past one o'clock. The conference was also very frank about several items as follows:

(1) I explained that the International Society of Soil Science had never passed any resolution asking either FAO or UNESCO to make a soil map of the world. Instead Kovda offered for UNESCO to make copies of the maps exhibited at Madison and distribute them along with similar future small-scale maps. The whole business was cooked up by Kovda, van Baren, Parker, and Bramao for personal reasons. I explained all the details and how Parker had signed an agreement in my office that we would first make a trial in some small country at 1:5,000,000 and 1:2,500,000. Within a few weeks after that FAO and UNESCO signed an agreement at 1:5,000,000, which is too small for agricultural use.

(2) I explained the origin of the "source book" and how Hagen of California had given Kovda an outline based upon a book underway by the Agricultural Engineering Society and the Soil Science Society. This is why the Americans had not been more cooperative.

(3) He asked me about Revelle and Harrison Brown of our National Academy. I explained that they were actors, not scientists any more. This was his view also.

(4) He raised the question of the models of the systems ecologists, such as Caine and other Americans attached to Secretary Udall. I explained the fallacy of this business as related to any form of farming since the environment for our highly selected crop plants had to be very different from that of the native plants.



He explained that UNESCO was having a conference on soil ecology from about November 7 to 10, next, and that no soil scientist or agriculturist of repute was in the American delegation. He pointed out that he had written Dr. Byerly about this and hoped that they could send some abler people. I agreed to try.

(5) This led to a long discussion of the principle of interactions as applied to soil use for farming and other purposes.

(6) I discovered that he was perfectly aware of the propaganda by Uddall and the AEC for claiming that the only hope for expanding farming was in the dessert. They were trying to get huge appropriations for desalting research and atomic reactors for power.

(7) We had a nice discussion of the far greater priority needed on local playgrounds for children than on wilderness areas that would be used by less than one-tenth of one percent of the population.

(8) We discussed the enormous need for the dispersal of cities in both the undeveloped and the developed countries. He explained that perhaps France was the worst offender and told me of the plans of the government to give any new money for universities and other developments in cities far from Paris, especially to those in the south of France.

(9) We also discussed at length the great differences between "farming" and "agriculture." I explained how the confusion between these terms was leading to bad programs of technical assistance with over-emphasis on the farming work of only the cultivators who lacked markets, refrigeration, food processing, fertilizers, machines, and all the other services from the other sectors of agriculture.

At the end we went out in the garden and talked about the many problems Madame Batisse was having. (Later I sent him several papers, including some on gardening.)

20 1967 7024
M. de Forge returned me to the famous cafe Deux Maggots. I did not eat there but nearby. I had a very late lunch and located a few book stores that were closed, and walked back to my hotel.

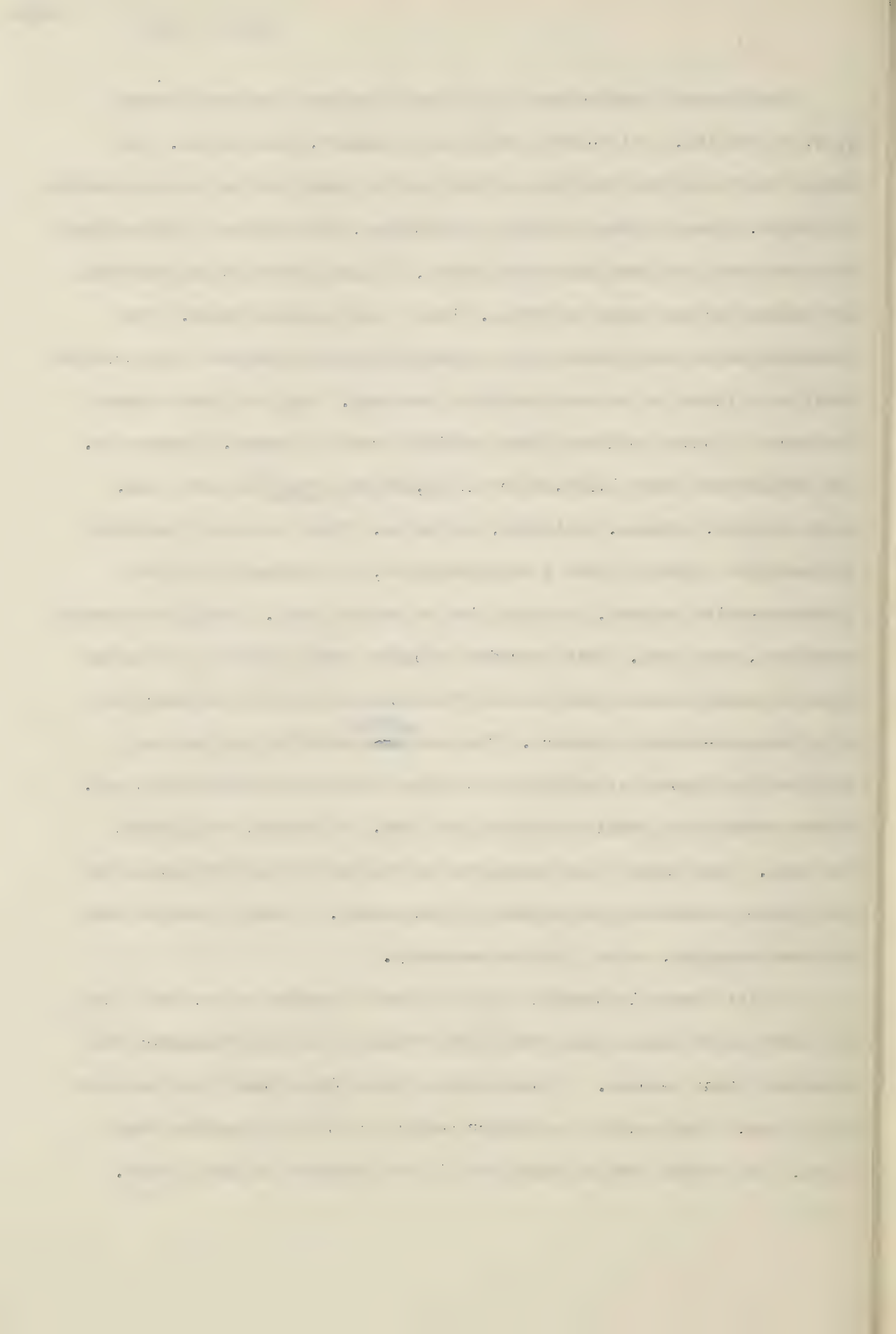
Monday, October 2, I went to UNESCO House near my hotel and had a good talk with Dr. Batisse's secretary. She arranged for me to collect my per diem allowance and got for me the name of a shop that would be open after lunch where I could buy ties by Jacques Fath.

First I had a fine conference with Dr. L. Pavel who is working in UNESCO on leave from the Soils Department of the Agricultural University in Prague-Sucholol, Czechoslovakia. He seemed like a first-class man. He had been a professor of soils at the University of Iraq for some time and explained to me many of the difficulties in getting cultivators to maintain irrigation works that had been built by the government. One of his interesting points was a program to use Esso's method of using asphalt on the hills to increase the water that could be impounded for irrigation. He said that in southern Iraq cultivators irrigate sandy soils from very deep wells that have a layer of sweet water over salt water. After a bit they cannot use the water on the soil because it is too salty. So for two or three years they irrigate a quarter of the soil near the well, abandon that soil and irrigate another quarter, and so on for about eight years. Then they move to a new location and build another deep well in the sandy soils.

I then had a meeting with D. Stretta, who looks after the Special Fund Section of UNESCO. With him I went over many of the points that I had discussed Sunday with Dr. Batisse.

About noon I hurried back to the hotel and was just ready when M. M. P. Segalen, a high-level assistant to Aubert, came for me. We made a short stop for the ties and went out to Bondy and to the headquarters of ORSTOM. Here I looked at many laboratories, which is very tiring since they are about the same the world around. I also looked at the maps they are making for the areas in Africa. Here I got a severe shock. The field men map on air photos, then in their field headquarters they transfer their soil lines to the best available base map. They told me at Bondy that most of these soil maps were compiled from air photos. Perhaps so. The scales were about 1:100,000 or 1:250,000 with very few base data, such as roads, streams, buildings, and so on. These were most carefully redrawn with a plan to have a separate color, or combined color and black-and-white pattern, for each kind of mapping unit. Thus, the legends were very, very long. This procedure violates every principle of making maps for users that we have learned from our work with the military and with town-and-country planners. The maps ~~are~~ ^{could} beautiful but Segalen told me that instead of printing a thousand they should print about ten. He was amazed that people would not use them. Of course, they cannot use them. They cannot find themselves on the map in the first place and they cannot understand the legends in the second. I made a note to send him some examples, which I did subsequently.

We left Bondy in terrible traffic about a quarter to six and I had him leave me at the La Hune book store adjoining the Deux Maggots on the Boulevard Saint Germain. I found nothing about Joyce that I did not have at La Hune. They sent me to another book store that had nothing about Joyce. The crowds were so heavy that it was hopeless to find a taxi.



These main boulevards on the Left Bank are very heavily crowded with students of the University of Paris. One may see every kind of dress, color, and people. They come from all over the world. I was told that some lecturers had 3,000 students per lecture, and to get a seat students must come very early.

I took the long walk back to my hotel and got into the dining room for dinner about 8:00 P.M.

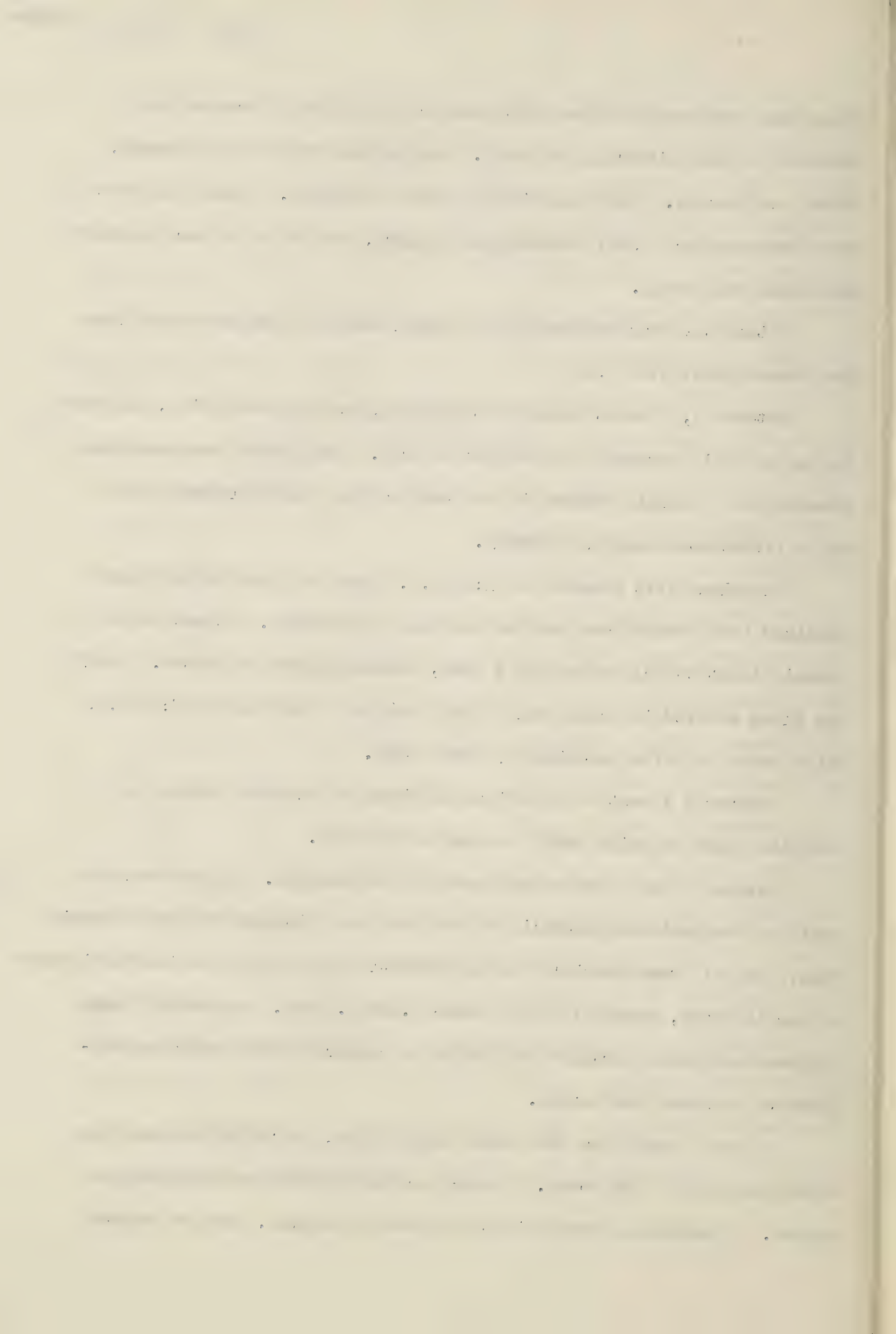
October 3, I had a leisurely breakfast, paid my hotel bill, and went to the city air terminal for the bus to Orly. The airport was enormously crowded but I finally checked in and went to the transit lounge where I did a little more shopping cheaply.

The plane left promptly at 1:00 P.M. Just as I got on the plane I realized that Thomas Cook and Son had lied to me again. It was not a direct flight to Dulles but had a long, scheduled stop in Boston. Still the plane arrived in Dulles only a bit late and I was home by 7:30 P.M. which was a bit after midnight by Paris time.

October 4 I went to my office and found an enormous backlog of work that kept me going until the end of the week.

October 7 and 8 Jurion was here for the weekend. He had been on a visit to the Dominican Republic to evaluate work financed by the UN special fund. He told some terrible but characteristic tales about the ineffectiveness of the AID work, especially of a Texas A. and M. team. Apparently these fellows were quite arrogant and failed to cooperate with their counterparts or to reach the people.

We had a very nice chat about many things, including his new book on agriculture of the Congo. I urged an English edition which he also wanted. I especially wanted it to be done in Belgium. But he doubted



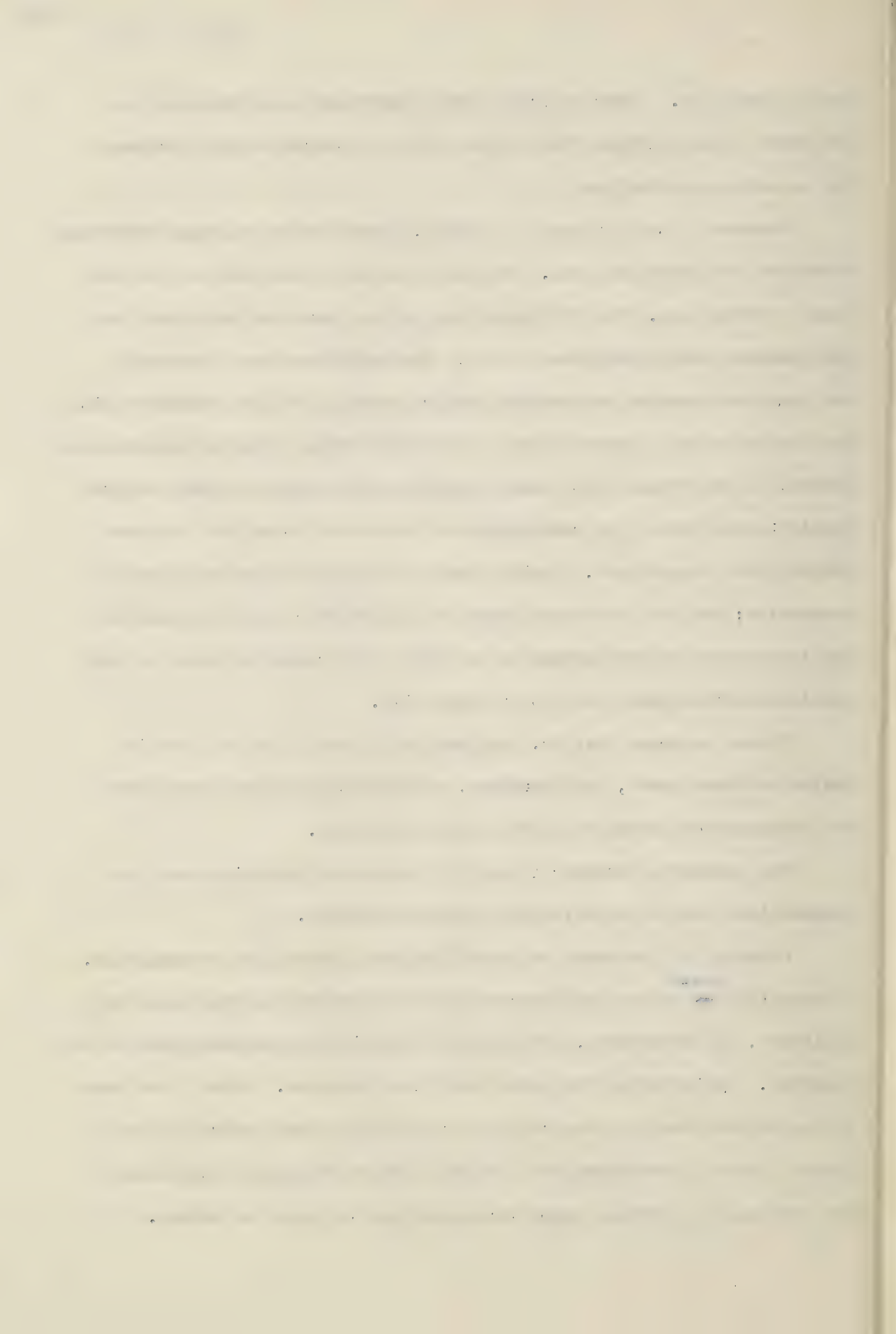
that it would be. After he left I wrote Tavernier about this and in a few weeks I had a letter from Jurion that his government would arrange for an edition in English.

October 11 to 13 I went to El Paso, Texas for the wind-up conference about the FAO World Soil Map. The Canadians were there and the Mexicans came a little late. The FAO legend was quite a mess and Dudal was the only one who could straighten it out. The conference went reasonably well and the Canadian and Mexican members asked us to take responsibility for the map which I agreed to do if we could develop a fairly satisfactory legend. A big trouble with their legend was that the soils were not set apart in accordance with combinations of characteristics that included moisture and temperature. Dudal talked about phases based on climatic boundaries; but that won't work since the relevance of specific moisture and temperature values depends on the other soil characteristics in the combination that make a soil of a given kind.

It was arranged that Dr. Douglass would spend a bit of time in Mexico and that Dudal, the Canadians, and the Mexicans would meet with us in Washington during the first week of December.

The weekend of October 14 and 15 I completed preparing beds for azaleas that were to be moved the following weekend.

October 16 I returned to the office with another big accumulation. A crazy bill ^{was} ~~is~~ before the Congress for transferring the Army Corps of Engineers, SCS watersheds, and the Forest Service to the Department of the Interior. By including the Corps Udall lost his game. Since I had been in Washington nobody in Congress or the Executive ever controlled the Corps. Later it developed that the bill had no chance but its effect was very good by getting these three agencies to cooperate better.



There was also a great deal of talk about budget cuts and personnel ceilings with orders to reduce expenses and to hire no new employees.

On October 18 I gave my usual lecture on the "Two Cultures" and reading to a graduate school class in advanced economic research. This time I improved it with some more on communications between different cultures, such as the US and Central Africa.

October 21-23 I moved 26 azaleas and several other plants as well. The next day I was very tired but had to go ahead with a lot of correspondence.

The evening of October 25 we were the guests among others of Roy Hockensmith and his wife to celebrate his membership in the Cosmos Club.

It probably should also be noted that as of October 22 my salary was changed to \$25,800, but I'm sure taxes and so on will be adjusted accordingly.

On October 31 I visited my physician, Dr. Rosenbaum. He told me that my tests showed reduced sugar and uric acid in the blood and lower blood pressure, which sounded good.

November 1 and 2 the principal soil correlators and directors met at Hyattsville mainly to discuss the classification of organic soils. This seminar was joined by three of our Canadian friends. The principal soil correlators were at our home for dinner the evening of November 2.

The next day our cartographic division at Hyattsville was host to representatives from all the other cartographic agencies of the government. Our boys did very well and we had a good day. This was a part of a scheme that I had got the Bureau of the Budget to adopt. Our leaders went to similar sessions at the other places.

I spent most of the week beginning November 5 at the meeting of the Soil Science Society of America at the Sheraton Park Hotel, here in Washington. I actually spent three nights at the hotel for energy

the first of these is the fact that the

second is the fact that the

third is the fact that the

fourth is the fact that the

fifth is the fact that the

sixth is the fact that the

seventh is the fact that the

eighth is the fact that the

ninth is the fact that the

tenth is the fact that the

eleventh is the fact that the

twelfth is the fact that the

thirteenth is the fact that the

fourteenth is the fact that the

fifteenth is the fact that the

sixteenth is the fact that the

conservation. We did not have very many good papers that I heard.

Most of them were short and given by inexperienced speakers.

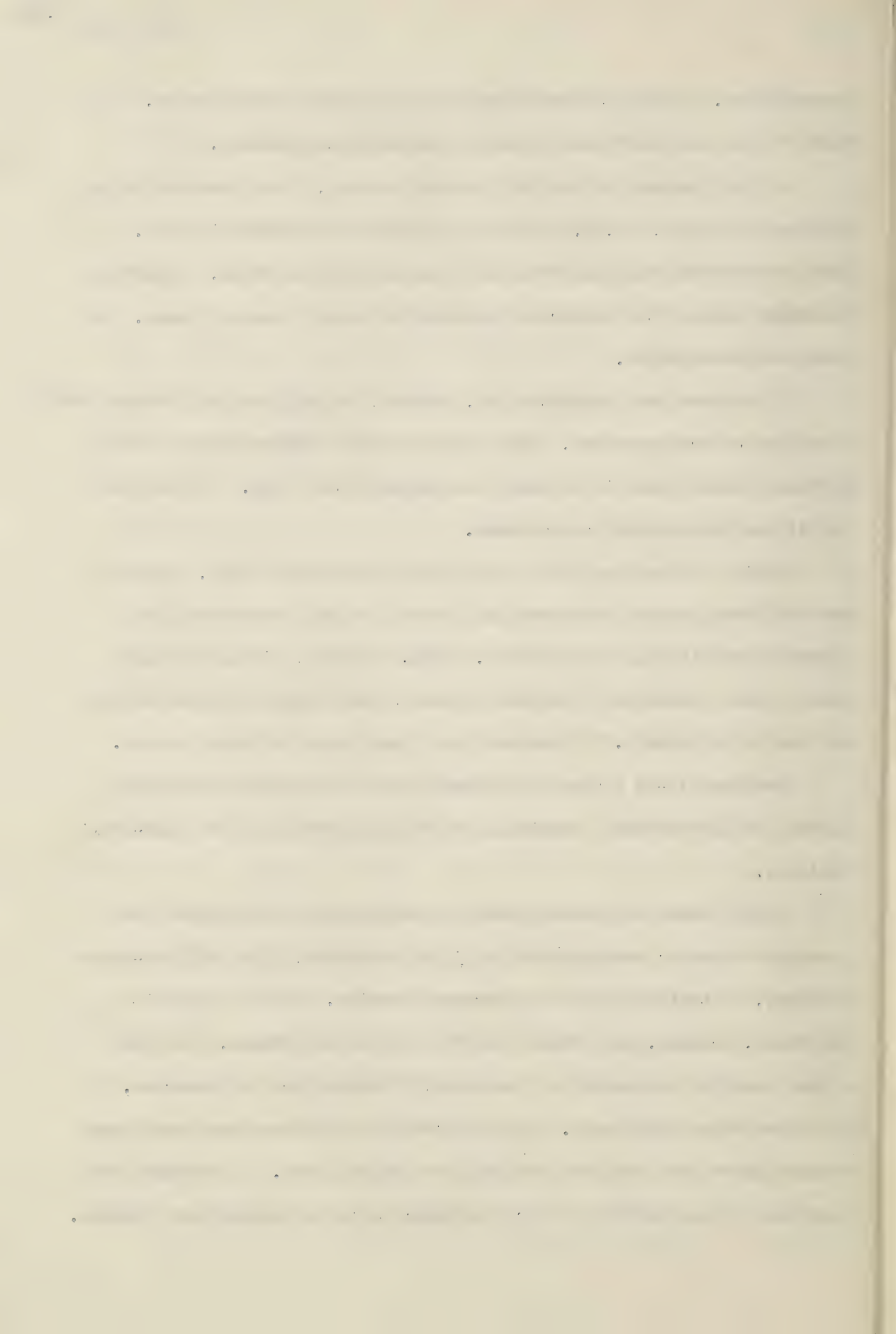
At the luncheon of the Soil Science Society, I was presented with a detailed soil map at 1:62,500 that I had made as a student in 1925. Someone retrieved this map from old files at Michigan State. Apparently Professor Drew of the University arranged to have it neatly framed. He made the presentation.

I did have many opportunities, however, to talk with old friends and with some of our young men. One thing that this combination with the Agronomy Society does is to make such meetings too large. All of the facilities are terribly overcrowded.

During the meeting I had a nice chat with Marlin Cline. He told me that Brady had not discussed any part of his new revision of the Cornell text with any of the staff. "And," he said, "if he does not have a good discussion of the new system of soil classification we will not use it at Cornell." I decided that I must head off this trouble.

November 12-15 I spent in Columbus mainly to attend the annual meeting of the National Association of State Universities and Land-Grant Colleges.

I got there just before lunch on Sunday because John Baker had arranged to have a session with the joint committee, USDA and land-grant colleges, on training for the government service. He had along with him Grant, Mohagen, and several others from the Department. He gave a long rambling discussion of "outreach," "communities for tomorrow," and other vague USDA goals. He explained that the Department would need "generalists" they were not getting from the colleges. A statement was made that it was difficult to get colleges to set up appropriate courses.



Dean James asked for examples but he got none. (Later I explained to James that all the failures I knew about resulted from the inability of USDA people to explain what was needed.)

The USDA people failed utterly to communicate to the college people, and in the process showed a complete lack of knowledge about what goes on in a modern land-grant university. I tried to patch it up a bit at the end but I'm afraid it didn't do ^{much} ~~any~~ good. Most college people look upon me more as one of them than of the USDA.

On the whole I had a very good time at these meetings. Certainly the people have read our recent book published by McGraw-Hill. A great deal of it came back through the speeches sometimes with acknowledgment and sometimes not, which really doesn't matter. Dr. James T. Bonnen, professor of economics at Michigan State gave a fiery speech about the anti-intellectualism in the colleges. He, too, had read the book but instead of talking in a constructive vein he went out of his way to be critical and discourteous. It is a pity that he does this.

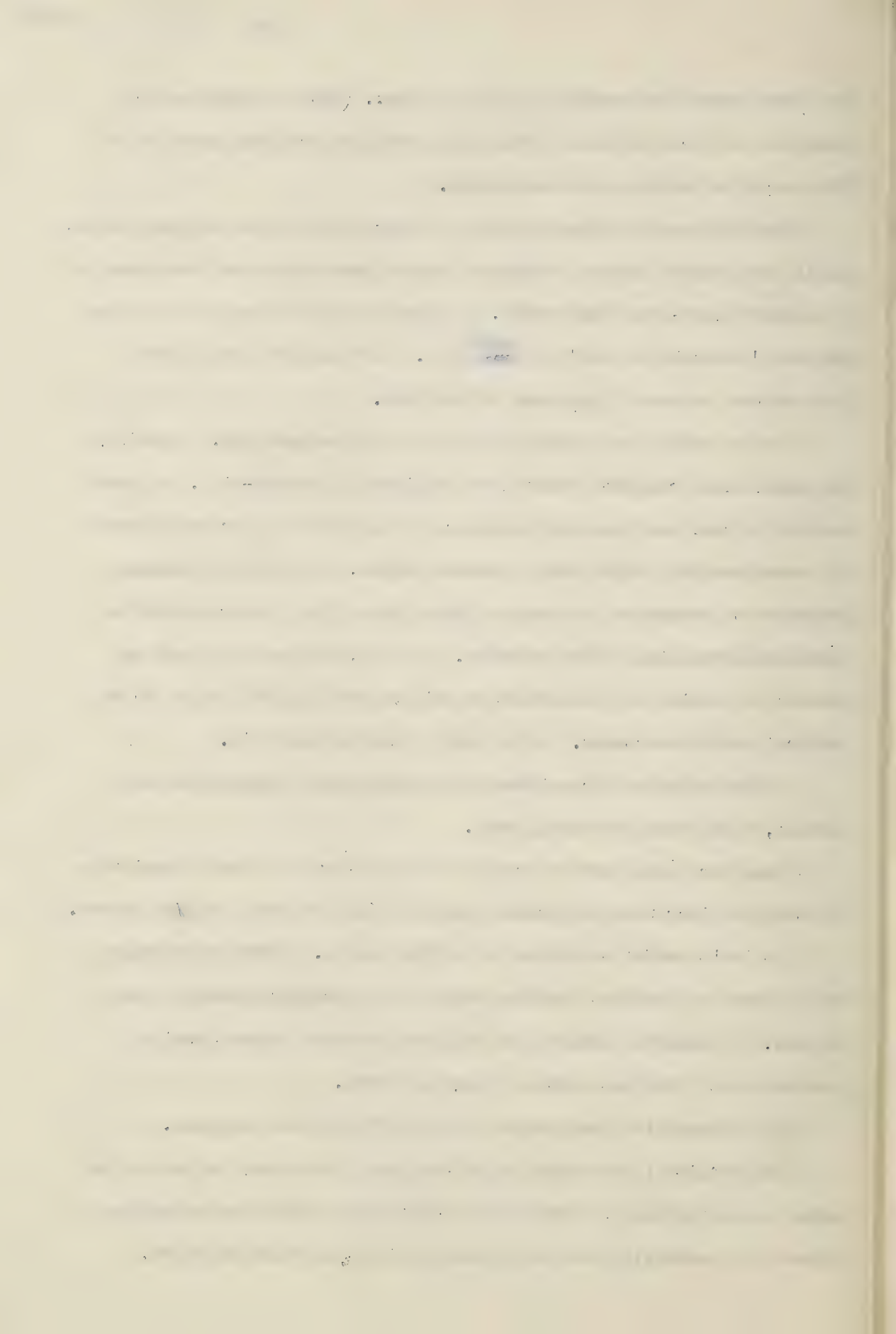
I also attended a committee of the experiment stations on soil surveys, which went reasonably well.

Dean Berg explained the report of the National Advisory Commission of Food and Fiber with far greater clarity than the badly edit~~ed~~ed report.

It isn't useful to review all of the papers. There was nothing new in them but the fact that the deans were discussing these subjects was new. I think the book on the colleges has done a great deal of good and that I did not waste my time and sweat.

I had many side conferences with old friends and new ones.

One evening I had dinner with Brady and found a way to get him to agree to ask the help of Marlin and others of the staff to review his manuscript, especially the parts dealing with soil classification.



Nov 1969

On November 15 I went to the SCS State office for awhile and then to Ohio State University to discuss some of the problems they were having. This too was useful.

November 16 I was back to the office and I learned D. A. Williams was to receive the \$10,000 Rockefeller prize for "distinguished" public service. This award started out as educational grants to Civil Service people for study or travel. Then it became prizes for distinguished work by Civil Service people. None of this last group of awardees appeared to be Civil Service employees although they had been in government for a long time. Certainly they had been, at least in recent years, in exempted positions. I'm sure in Williams case, and I suspect in the others, he got it for doing exactly what his boss wanted done.

November 20 I had a fine talk about our soil survey with some fine young extension people. I also had the bad news that our librarian, Dr. Foster Mohrhardt, was retiring about the end of the year.

On November 22 an Indian official from the Punjab visited me about the Indian Soil Survey. Of course his name was Singh. He explained that it wasn't being used at all and he was on some kind of committee to improve it. I pointed out to him that we had a very good man in India now, Mr. James Coover, and that there was no use for me or anyone else on my staff trying to help the situation so long as Govinda Rajan was in charge. I had already worked very hard with him but that he was incompetent, stubborn, and untruthful. He had told me in my office some time ago that he would follow my recommendation of having the cartographic work done at the Survey of India. The very next day he told others in a recorded statement that he was going to build a cartographic unit for their soil survey with the help of the French.

In the afternoon Ken Ackerson, John Rourke, and I briefed Renne and Grant about the soils, agriculture, and so on of Pakistan since they were going there on a quick trip "to analyze soil and water problems." What a silly waste of money! Many more competent Americans already ^{re}know a great deal about the country.

November 23 Robert and his family came and Martha and J. C. Dykes join us for Thanksgiving dinner. The next day we visited the National Zoological Garden.

Perhaps I should pause here to record that this year had been a good one for adding to my personal library and for reading. I had become interested in the Middle Ages and bought or had from the Library of Congress some excellent books.

Further, I had promised our National Agricultural Library to develop a short^tlist of books, six primary ones and six to twelve secondary ones on agricultural and economic development in poor countries, for the person going on his first or second trip to some underdeveloped country to give advice or technical assistance. I wrote to several people and got back mainly the American books that had been well reviewed by their friends. Nearly all of these were utterly useless -- narrow, academic, and untested by field experience. So I needed to read each book. By the end of 1967 I had found only six or seven good ones in economic development, communications, and cultural anthropology.

On November 27 there was a lot more talk about budget cuts. We were told they were coming but everything was vague. We shall have some in the Soil Survey but especially in the construction work of small watersheds.

100-2-1307

This trouble stems from the irresponsibility of the Congress with very weak leadership in both the House and Senate and the quarrel between the Congress and the President. The Congress wouldn't make the cuts even when they had a chance nor would they pass a much-needed tax increase unless the President made cuts, which leaves the Congress free to criticize every cut he decides to make. And there weren't many opportunities. A high percentage of the government budget was uncontrollable -- signed contracts, civil service and military pensions, interest on bonds, social security, and above all the military.

The rest of the week I worked on budget plans (where one could hardly plan), correspondence, and arrangements to get going with data processing to make better use of our massive data about soils.

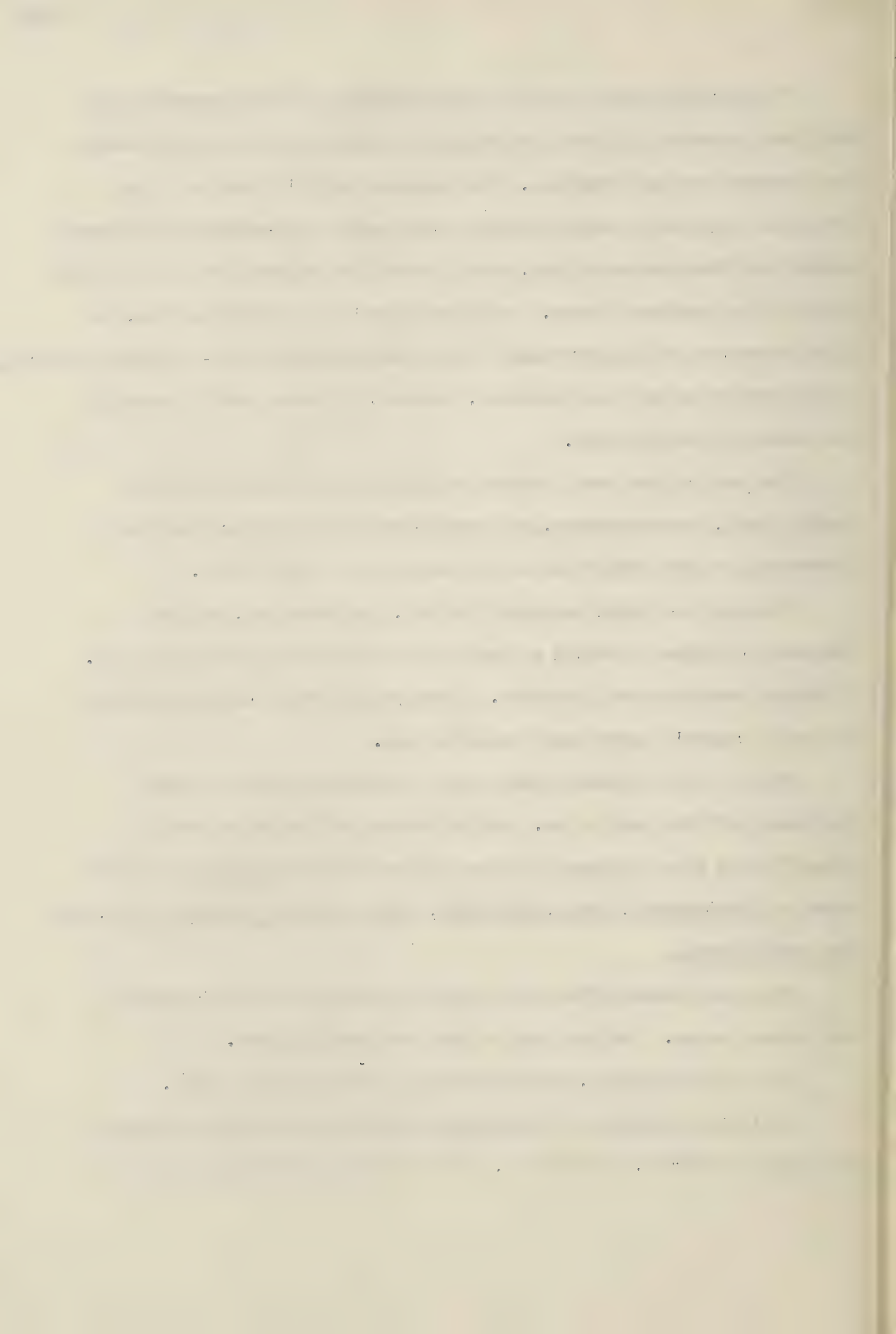
December 4-6 Dudal was here from FAO, the Canadians, and the Mexicans to review in detail a plan for the FAO North American Soil Map. I thought something could be done. I had so many other urgent things to do that I couldn't spend much time with them.

On the 4th of December Mommy got a new television as a joint Christmas gift for both of us. On the evening of the 5th we saw the Abbey Players give a mixture of five stories from the Dubliners of James Joyce -- Counterparts, Grace, Encounter, Ivy Day in the Committee Room, and The Two Gallants.

The next weekend after very busy office days we about finished up the autumn leaves. The next day my back was terribly sore.

But the conferences, budget planning, and so on went ahead.

Beginning December 18 I continued on leave and we worked on book cards until Saturday, December 23, when we went to Charlottesville for



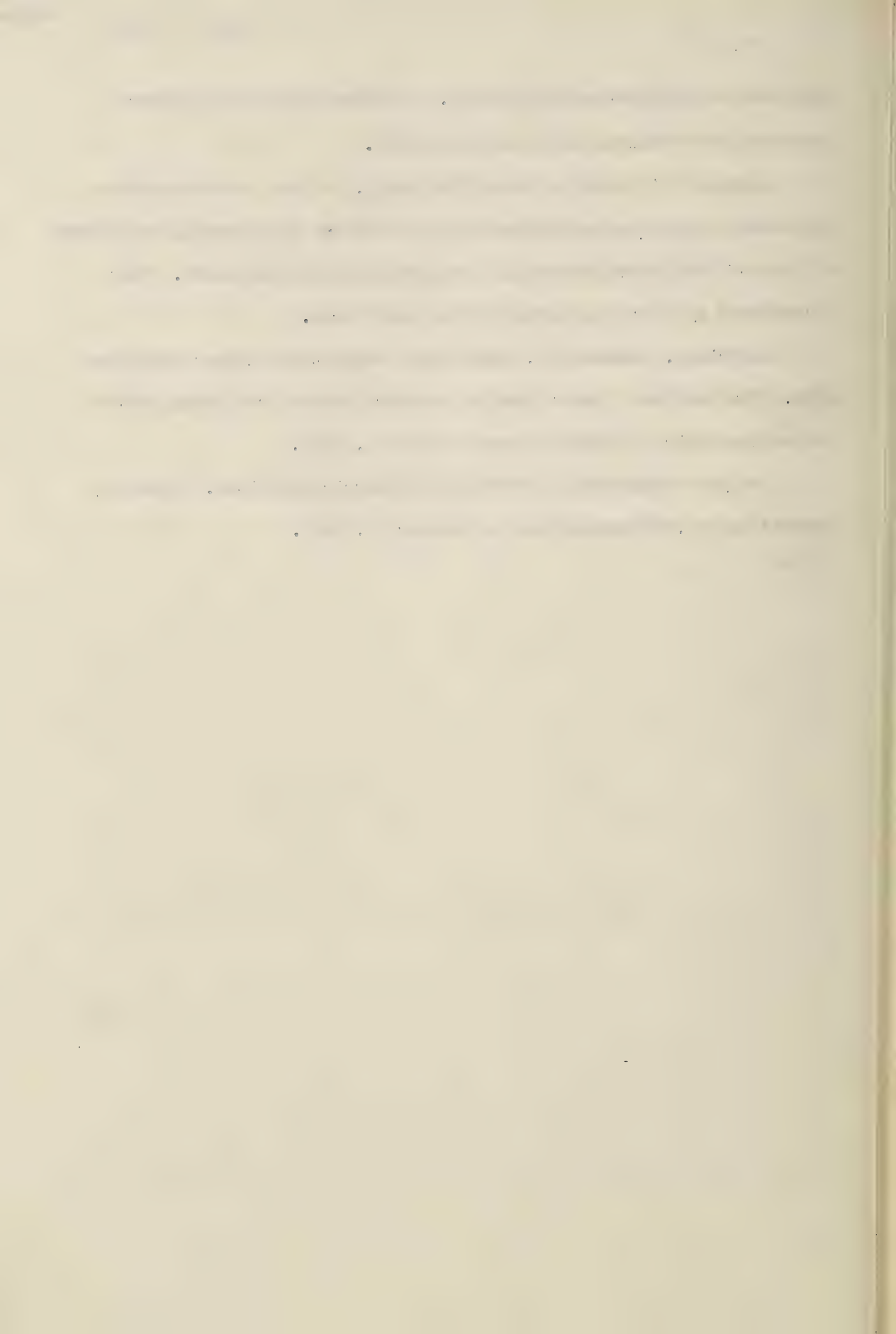
Dec. 1967

Christmas with Robert and his family. We drove back the day after Christmas and continued with the book lists.

December 27 I went to the office early, to pare the accumulation and worked with a man named Koenig on an outline for a monthly newsletter of IADS of USDA about potentials for agricultural development. Then I continued my leave and worked on the book cards.

On Friday, December 29, Mommy and I consulted a lawyer about our will. The next day I got a special delivery letter from Koenig with a new outline which we shall discuss January 2, 1968.

The year ended with a draft of this curriculum vitae. My salary changed to \$26,960 retroactive to October 15, 1967.



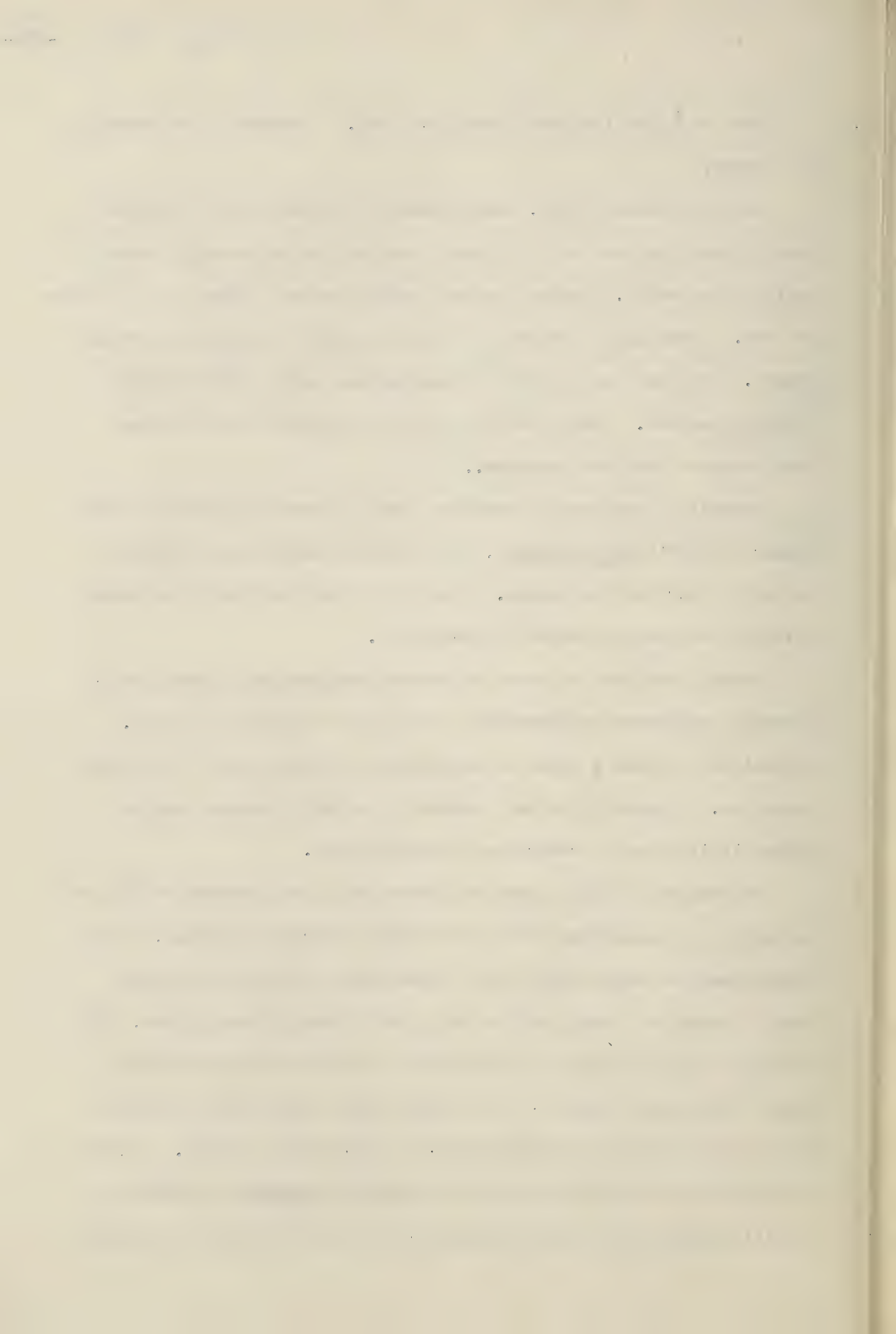
1968. New Year's Day 1968 was a very cold day. I worked on the books in my library.

Early in January a Mr. Edward Koenig of Lester Brown's office asked Orvedal and me to do a little piece on the potentially arable soils of the world. During the next several weeks I spent a lot of time on this. Actually, of course, it could not help but repudiate Brown's papers. This was for a little journal gotten out by AIDS of USDA with AID support. Just as we had the thing finished AID withdrew their support for this magazine!!

Actually I had nearly forgotten about it when it appeared in the summer in AIDS's War on hunger. This fellow Koenig never even told us about it or sent us copies! I am afraid this journal is so lousy that not many people bother to look at it.

Since I was due to go to the western regional soil survey work-planning conference in Riverside I had notes to prepare for that. Orvedal had written a paper on small-scale soil maps that I had urged him to do. Apparently he was nervous or not well because when he turned it in I had to redictate the whole thing.

On January 8 I had a long conference with Leo Anderson on his way to Libya as a consultant for the Occidental Petroleum Company. This company ~~was~~ had many wells in high production and they had agreed that 5 percent of their profits would go to develop agriculture. In addition they had agreed to rehabilitate the village where the old king's father was buried -- a miserable little place in an old oasis in the Sea of Sands in the ^Southeastern part of the country. I knew that there was deep fossil water and together ~~we~~ of worked out a trial scheme to get some woody plants to reduce the sand blasts and



some irrigated crops. Later Leo reported reasonable success.

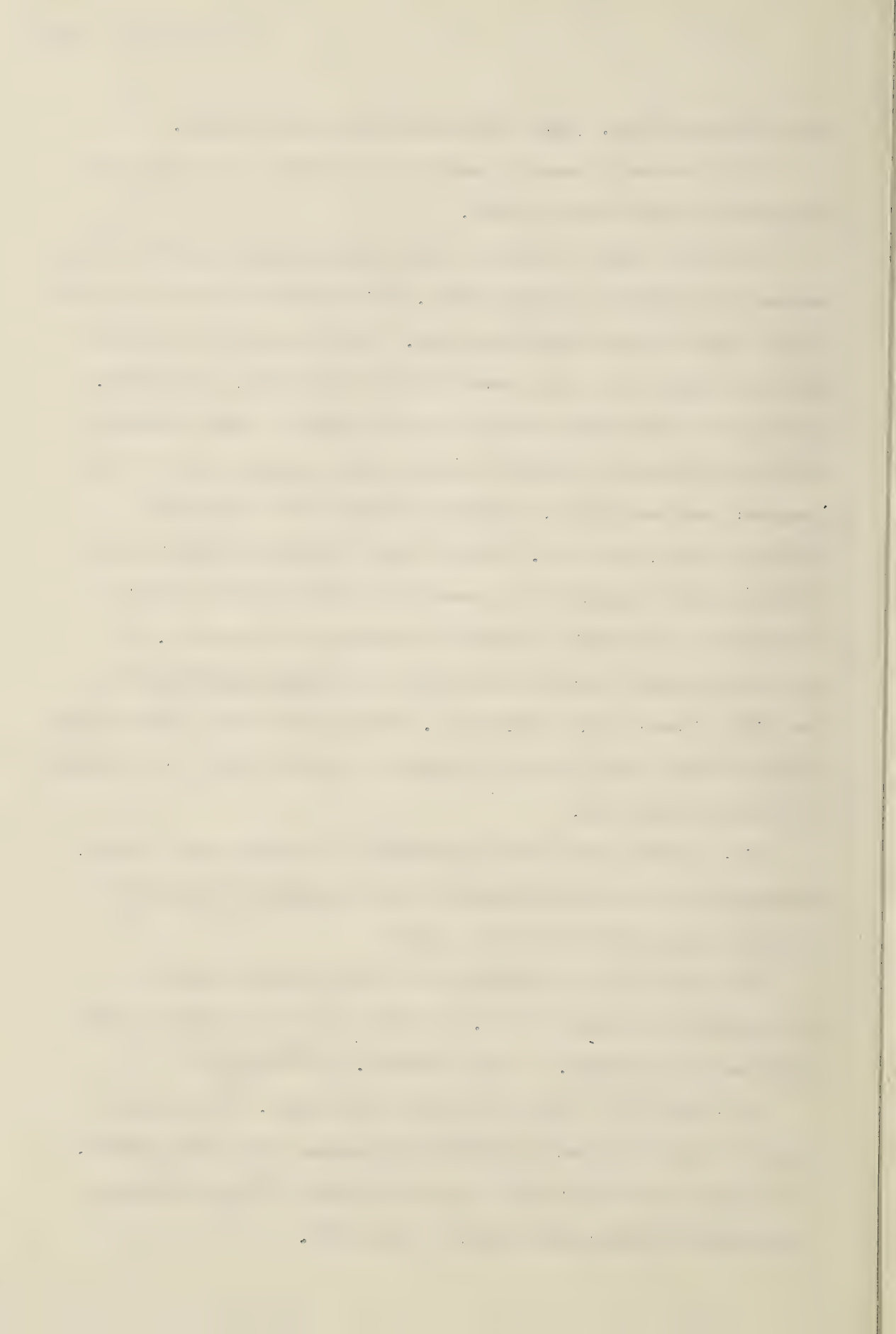
Also I started a complete revision of my reading list which was finished and distributed in April.

By far the largest problem we were accumulating in the Soil Survey was our great arrears in publications. This always had been one of the worst of Don Williams many blind spots. (Brady told me the trouble: Williams thought that I got credit for the soil survey, not himself.) Williams had encouraged increases over the years for field mapping but with no corresponding increases for the other essential parts of the program: map compilation, manuscript editing, soil correlation, laboratory work, and so on. In fact there were fewer people in 1968 on the national aspects of soil correlation than there had been in 1953 although the mapping had been increased about three fold. It was simply stupid to keep on making maps and writing manuscripts in the field without prompt publication. The maps have only a very little utility locally until they are published -- not more than 3 or 4 percent of their potential use.

With the Soil Survey staff we worked up a proposal for a special appropriation to get this extremely valuable material published on a current basis within about four years.

(We worked this out carefully and sent it forward April 15 but Williams just passed it off. He saw no credit for himself in it, which was all he wanted.) Copies attached. (p 995 et seq)

On January 21 I left for Riverside, California. This turned out to be one of the better regional conferences that I had attended. But certainly one doesn't like the complications of the Los Angeles airport and the helicopter service to Riverside.



Memorandum

SOIL CONSERVATION SERVICE
OFFICE OF THE ADMINISTRATOR

4/15/68

4/18

15, 1968

TO : D. A. Williams, Ad
FROM : Charles E. Kellogg
for Soil Survey

SUBJECT: SOILS SURVEY: A

Kellogg -

*This is
an interesting
proposal but I
doubt it has a
chance of the
proceeding smoothly
at this time.*

publish
accumulative

The great backlog
the results of pub
from the public, w
dollars, for the v
tion. We urge the
funds) of 19 milli
1972, with some pu
1973 and 1974.

Assuming a modest
native under PPB i
soil surveys in Ag
would have a backl
work plans of the
three groups (Tabl
they cover with as
period of each so
would be greater t
perhaps less than
surveys were comp
the subsequent ta

We then estimated
Because of factor
identical with th
Table 3, but are
processing, inclu
direct cost of th
include direct co
and other coopera
laboratory, resea

to estimate. If they were included, the 19 percent estimate of
processing to the total cost would likely be nearer 15 or 16 percent.
By subtracting processing costs from total cost, as shown in Table 3,
we have the amount already spent or to be spent through 1972 on those
surveys, except as noted that some cooperators' direct costs are not
estimated.

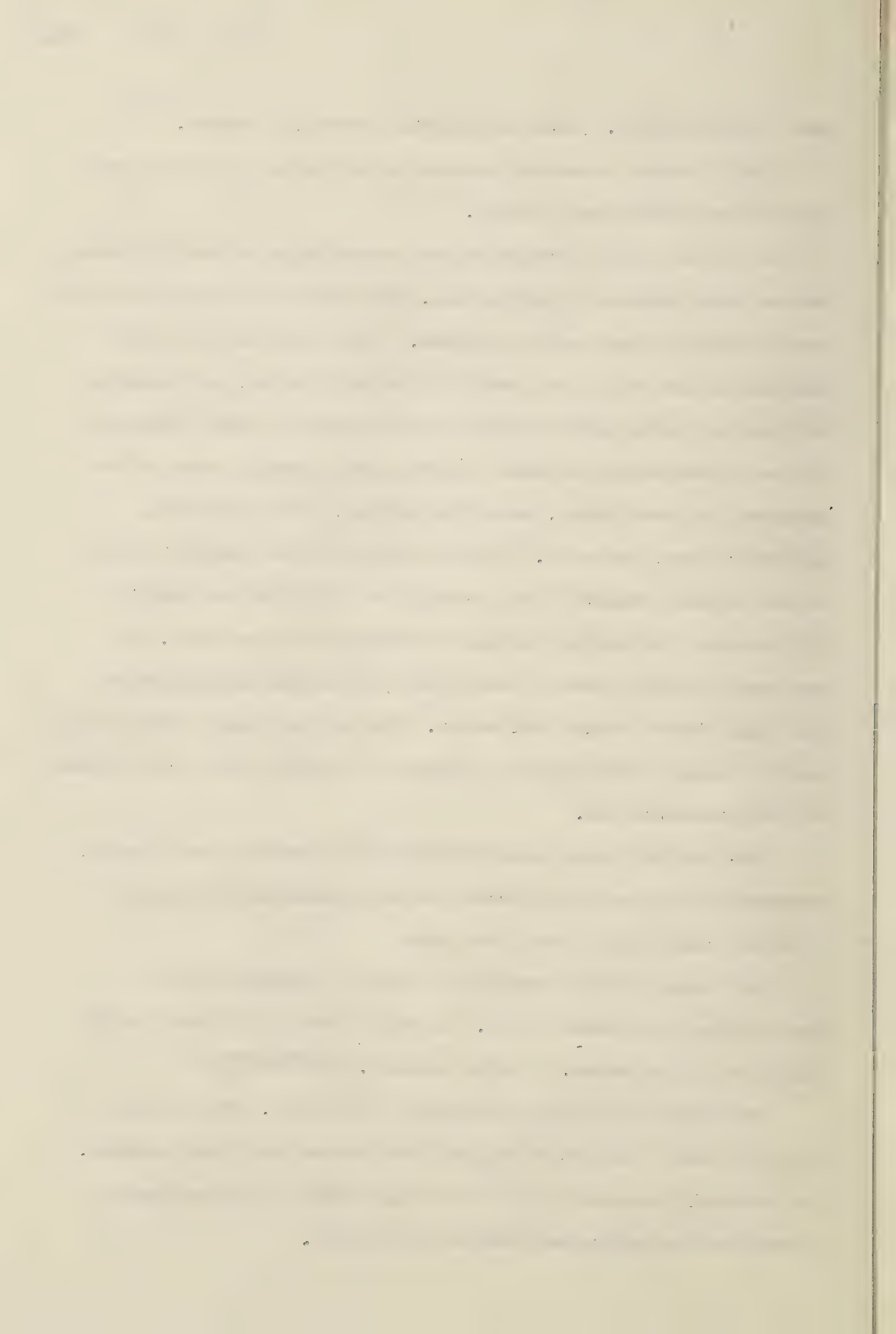
*I would have
no objection to
preparing & holding
a proposal for
an auspicious
moment - if
one comes - in
budgetary & PPB
format -*

withholding
million dollars
million
air publica-
ion (no-year
fiscal year
Printer in

early alter-
e status of
se plans we
study of
ed into
of the land
assumed 25-year
, the figure
anning; and
after the
re assumed in

groups.
ot entirely
oth in
is for
imate for the
but does not
t stations
sification,
be difficult





Memorandum

3. Kellogg 4/17/68
[Reader to DAW]

TO : D. A. Williams, Administrator

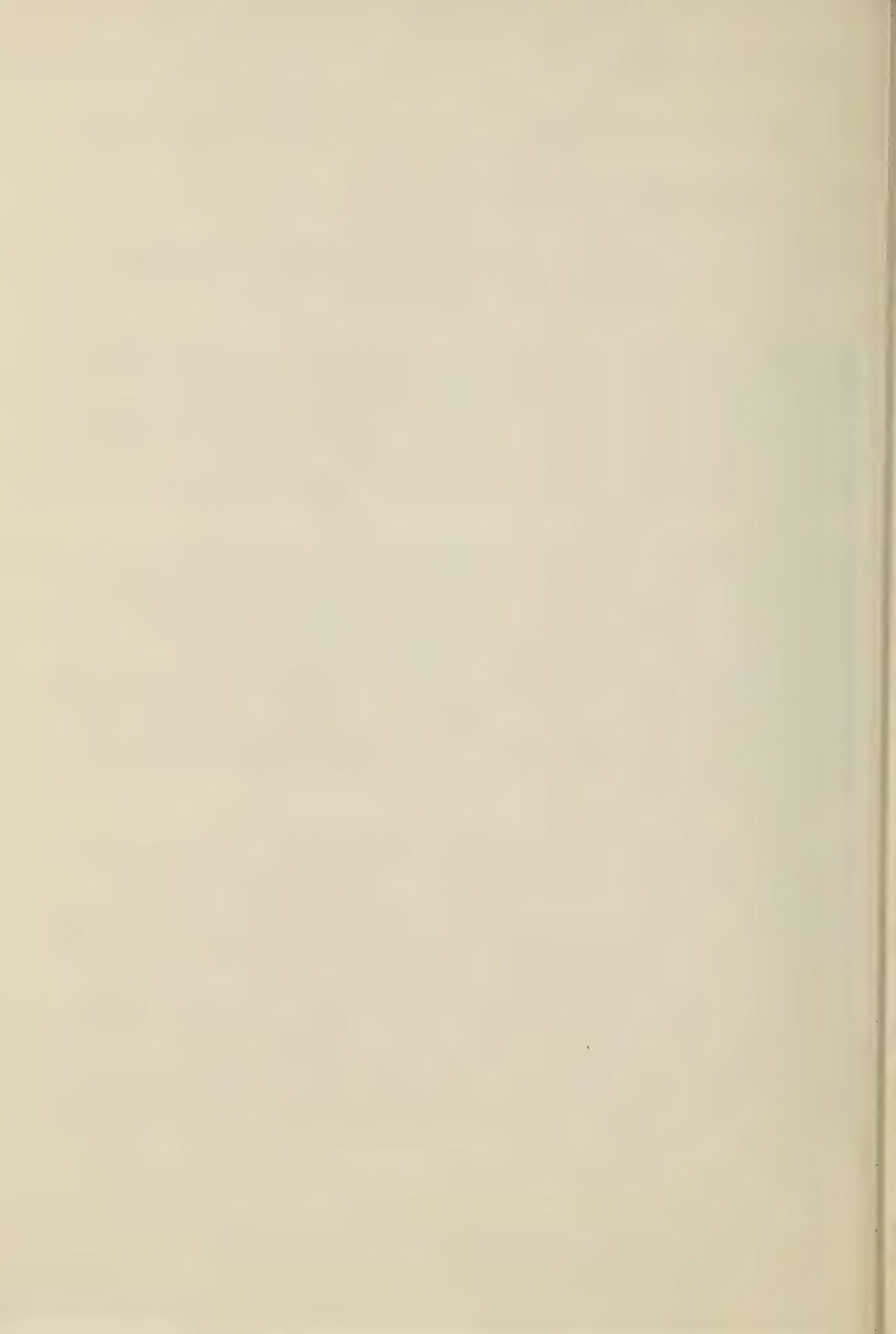
DATE: April 15, 1968

FROM : Charles E. Kellogg, Deputy Administrator
for Soil SurveySUBJECT: SOILS SURVEY: A proposal for a special appropriation to publish
the backlog of unpublished soil surveys accumulative
through fiscal year 1972

The great backlog of soil surveys to be published means withholding the results of public expenditures of around 82 to 83 million dollars from the public, with estimated benefits of around one billion dollars, for the want of about 19 million dollars for their publication. We urge the consideration of a special appropriation (no-year funds) of 19 million dollars to eliminate the backlog by fiscal year 1972, with some published surveys being released by the Printer in 1973 and 1974.

Assuming a modest plan of acceleration of publication, an early alternative under PPB is set forth in Table 1, which shows the status of soil surveys in April 1968. You will note that with these plans we would have a backlog in 1972 of 386 soil surveys. By a study of work plans of the areas involved, these surveys were placed into three groups (Table 2) according to the intensity of use of the land they cover with associated cost-benefit ratios over an assumed 25-year period of each soil survey. In areas of slow adjustment, the figure would be greater than 25 years for use in operational planning; and perhaps less than 25 years in areas of drastic adjustment after the surveys were completed. The same cost-benefit ratios were assumed in the subsequent tables.

We then estimated the cost of these 386 soil surveys by groups. Because of factors of size and so on, these groups are not entirely identical with those for estimating cost benefits set forth in Table 3, but are nearly so. The total cost includes costs for processing, including printing. It also includes an estimate for the direct cost of the cooperating agencies in field mapping but does not include direct costs of the State agricultural experiment stations and other cooperators for work done by them in soil classification, laboratory, research, and interpretations. These would be difficult to estimate. If they were included, the 19 percent estimate of processing to the total cost would likely be nearer 15 or 16 percent. By subtracting processing costs from total cost, as shown in Table 3, we have the amount already spent or to be spent through 1972 on those surveys, except as noted that some cooperators' direct costs are not estimated.



Because of combinations of small counties and an increased proportion of western survey areas over former years, the costs per survey are somewhat higher even with nearly constant costs per acre. With more emphasis on community planning in areas of rapid expansion of industry and population, costs are expected to raise a bit. Some increase in the proportion of the surveys published at 4 inches = 1 mile will also raise costs.

In Table 4 we have estimated the losses in benefits to the public due to the delays in publishing the 386 soil surveys by applying the cost-benefit ratios set forth in Table 2. We have set forth three alternatives on the years of delay and three alternatives on the amount of use made of soil surveys prior to publication. These are shown in Table 4 and its footnotes.

The assumption that 50 percent of the value would be had prior to publication would doubtless be true only in a few thinly populated rural areas. Nor would there be any significant numbers of areas where no use had been made in advance of publication. These would be highly intensive areas where accurate soil maps on a mosaic base would be essential for operational planning. Our judgment would be that the losses of benefits would approximate an intermediate figure of around one billion dollars, simply from the great delays in publication of work that will have been completed in the field and a bit over 80 percent of the public expenditures have already been made by the Service and its cooperators. We think it to be highly in the public interest for facilities to be made available for the Service to process and publish these very important soil surveys. They are used increasingly to avoid enormous losses of both private and public funds in the readjustment of soil use demanded by an increased population wanting more space, along with associated recreation, transport, and other facilities.

This one-time program would overcome our backlog so we could then keep current in accord with anticipated annual appropriations.

Attachments

cc:
C. H. Dorny

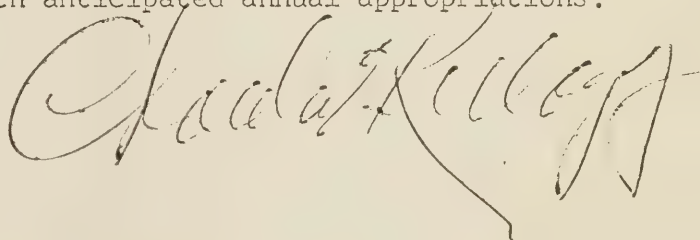


Table 1. Status of Soil Surveys

<u>Fiscal Year</u>	<u>Surveys with field mapping completed</u>	<u>Scheduled for GPO</u>	<u>Surveys left over</u>
1967	265 (backlog)	43	222
1968	92	50	42
1969	90	56	34
1970	124	75	49
1971	88	75	13
1972	<u>101</u>	<u>75</u>	<u>26</u>
Totals	760	374	386

Table 2. Distribution of 386 Surveys by Use-Intensity Groups

<u>Use-Intensity Groupings</u>	<u>Number</u>	<u>Cost-Benefit Ratio</u>
High	81	1:123
Medium	220	1:61
Low	<u>85</u>	1:46
Total	386	

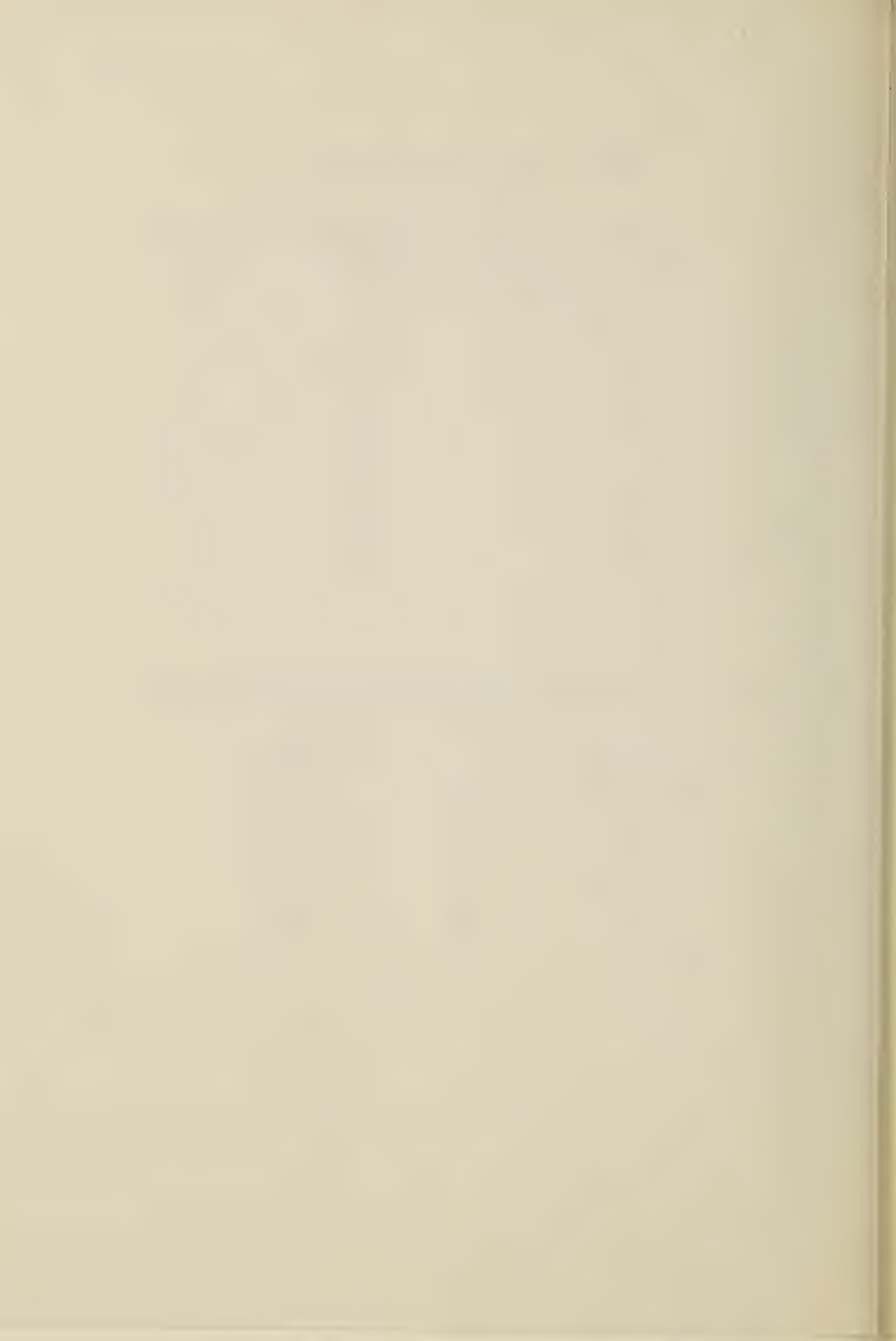


Table 3. Cost of 386 Surveys

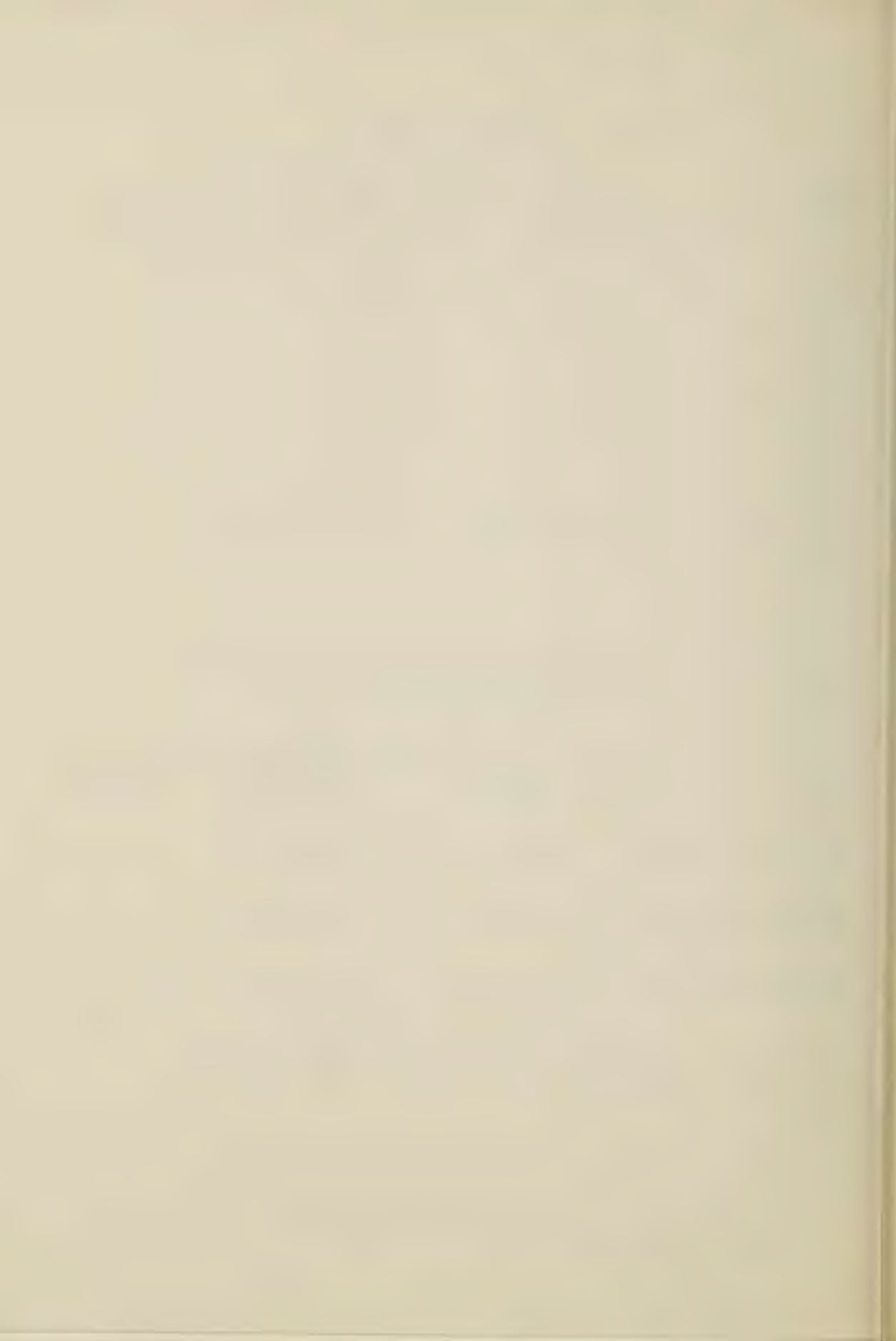
Cost group 1/	Number of surveys	Total cost (dollars)	Processing Costs	
			Editing, cartographic work and printing (dollars)	Proportion of total cost (percent)
1	89	32,040,000	5,785,000	18
2	266	63,840,000	11,970,000	19
3	31	5,580,000	1,085,000	19
Total	386	101,460,000	18,840,000	19 <u>1/</u>

- 1/ Somewhat lower percentage, of the order of 16%, if all direct costs of State experiment stations could be estimated.

Table 4. Estimated Losses in Benefits to the Public Due to Lag in Publishing 386 Surveys

	Lag in Publication		
	3 years (dollars)	4 years (dollars)	5 years (dollars)
Losses, assuming 50% of potential benefits ^{1/}	448,719,000	598,292,000	747,865,000
Losses, assuming 25% of potential benefits ^{2/}	673,078,000	897,438,000	1,121,797,000
Losses, assuming 0% of potential benefits ^{3/}	897,438,000	1,196,584,000	1,495,730,000

- ^{1/} Assumption is that 50 percent of potential benefits are realized from field sheets, special reports, etc. before formal publication.
- ^{2/} Like 1 except that 25 percent is assumed instead of 50 percent.
- ^{3/} The base figures from which 1 and 2 are computed. From another point of view, these figures represent the benefits that would accrue in 3, 4, and 5 years from full use of published surveys after publication.



During the meeting I sat with as many of the committees as possible with special emphasis on community planning, laboratory work, engineering interpretations, and so on. Unhappily, I found some obvious mistakes in the materials that had been sent out from the Washington office. The people at the university and the Soil Survey laboratory had worked out a nice field trip.

I returned home late in the evening of January 26.

The next morning we received a call from Mary Alice at Glen Cove to tell us that her husband, John W. G. Schaefer, Rector of the Episcopal Parish at Glen Cove, Long Island, had died.

Our neighbors were very helpful. Mrs. Thorne took kitty Shem to the boarding house, ~~the~~ Austins took us to the airport about noon. We reached La Guardia about 1:45. Mr. Richard Haag met us and took us to the rectory in Glen Cove.

The cause of Jack's death was uncertain at that time and could have been an overdose of tranquilizers.

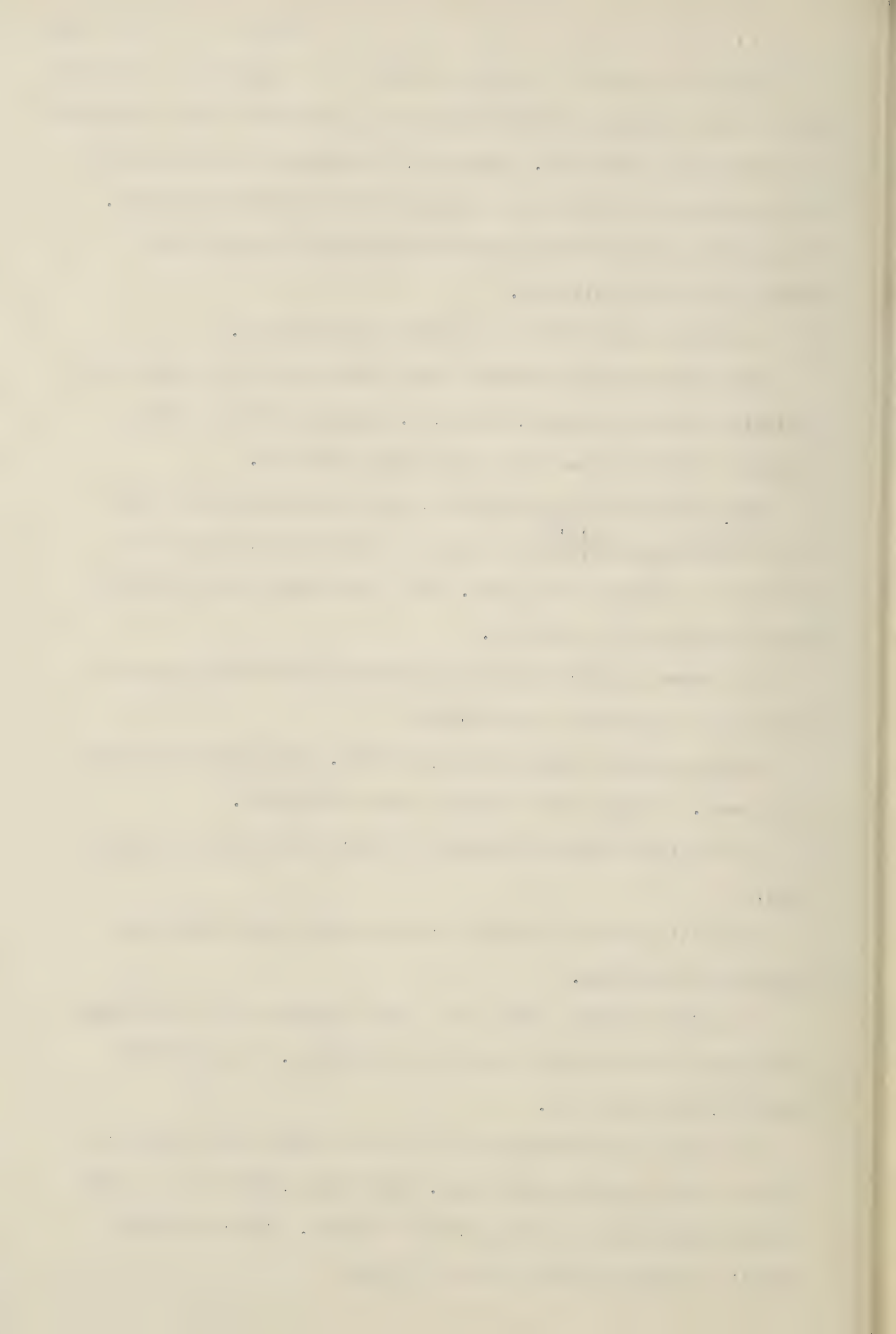
Everyone in the parish was very helpful. Many arrangements had to be made. I looked over masses of books and papers.

In the late evening of January 28 Jack's mother and one brother came.

Mary Alice and the children took the matter more calmly than I would have expected.

The middle brother, Bill, has a good job with IBM in California and seemed to be the only "normal" in that group. He and Robert Kellogg came on the 29th.

It seemed obvious during and after the funeral that both Jack and Mary Alice had been well liked. The vestry invited her to stay on until school was out and gave her a stipend. The overlapping Catholic parish gave her a purse of \$1,150.



In going over Jack's papers I found very little except a Church life insurance for \$5,000 that had been increased to \$10,000 effective January 1, 1968!

The day after the funeral Robert and the Schaefer left and Mary Alice and I got down to the serious business of her future. Bishop McClean was very helpful. When everything was worked out both Mary Alice and the children were fully covered under Social Security, a good pension fund, a small diocese pension fund, and a little from the Veteran's Administration for the children. So in the end she had the income from the \$10,000 life insurance plus these others which gave her essentially the income they had had the previous year except that she would have to rent an apartment and pay for their health insurance. The gifts that she received meant that she had a considerable reserve when school was out for moving and other expenses.

We returned home Sunday, February 4. The Austins met us at the airport and took us home.

When I returned to the office February 5 I found a simply enormous backlog of work which kept my nose to the grindstone all of that week and most of the next. I had also garden lectures to do and a few other speeches to prepare.

By February 12 I was pretty well caught up including preparations for budget hearings which could happen almost any day.

Dr. Brady came in and borrowed both of my India Journals which he returned rather promptly. It seemed that he, M. B. Russell, and Don Williams were going to make a special trip to India to advise the Ford Foundation.

Sunday, February 25 Bjorn Johannesson visted us.

Mommy began to look for an apartment for Mary Alice and I went with her just a little. I also had speeches to prepare for a proposed trip to Michigan and for groups of visiting Indians and others.

Many things conspired to spoil the weekend of Saturday, March 2. I drove to College Park to get a haircut and when I went to come home the car wouldn't move. I called Mommy and she arranged for Normans to tow it to the garage and to get it fixed. I came home to do some chores and took some books to our book binder. He sent some books with me to give to Mr. Dykes. We drove to keep an appointment with our attorney, Richard Bourne, about our wills and one for Mary Alice. Then we took the books to Dykes and came home about 5:15 p.m. We found the house completely filled with smoke and the oil burner motor burned out. After we got the smoke out and they came for the burner we had only the fireplace and the gas oven for heat. But all was restored the next morning. What a weekend!

On March 4 I had another conference with a committee of the State geologists, which was set up to maintain liaison with the Service. The meeting went well.

The next day we had our appropriation hearings before the House committee. On the whole they went well although little was said about our great problem of funds for publications.

March 6 I spent all day with DIA. The progress on a test project went only fairly well because of the lack of people with library skills and language skills. Very hush hush!

The next evening I gave a garden lecture to the Colesville Garden Club. I finished the week with many memos and draft speeches which left me very tired.

The next week there were more garden lectures, one Embassy party, several visitors, and so-on.

Saturday, March 16 Mary Alice and the children came. I talked with them and also worked in the garden some.

Beginning March 18 several state conservationists were here and we discussed Soil Survey contracts and other problems. I did all I could to prepare for getting some year-end funds for our publication work.

Although it was still cold, I had to get on with my pruning and compost spreading and fertilization of azaleas.

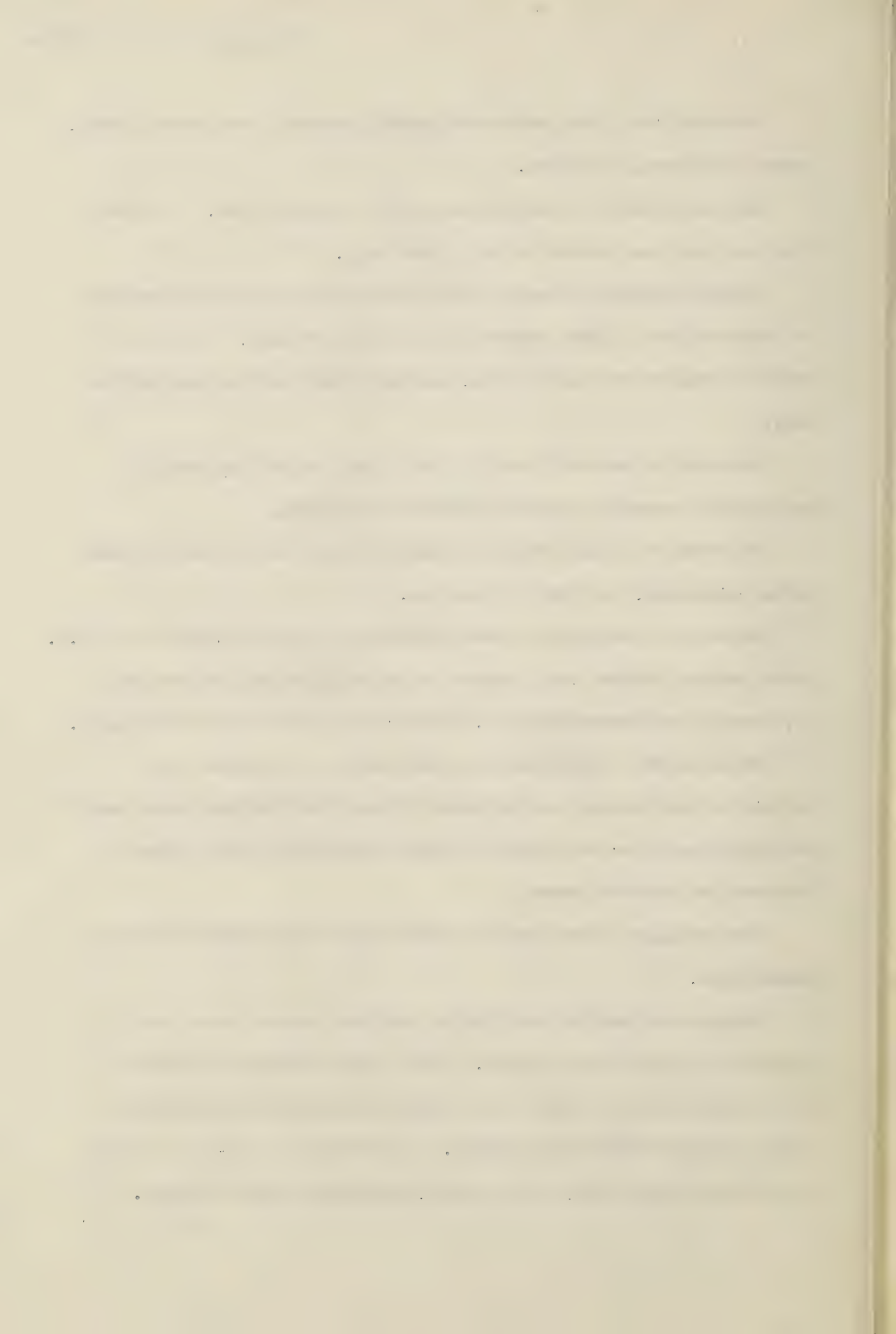
On March 26 I made about 20 tapes on either one or two important garden questions. for USDA to send out.

On March 27 Mommy and I were picked up by the military at 3:15 p.m. for a cocktail-dinner and a speech to the engineering officers at Ft. Belvoir on "Communications". As far as I could tell it went well.

On March 28 I took a few of my own books to include in an exhibit of the National Agricultural Library for "National Book Week," featuring the paper "Our soils in books" published in two issues of "The American Book Collector."

That evening I gave another garden talk at the Sligo Park Hills Garden Club.

Things were really thick during the week end and later with speeches to prepare and letters. Then I had to write a statement for the Department to send to the State Department on an absolutely absurd report of UNESCO on ecology. I also taped a one-hour lecture on the world food supply for a small Washington (State) College.



The library certainly made a nice exhibit of the books.

On April 4 extremely serious race riots began in Washington following the murder of Martin Luther King. Fortunately I went up that day to buy a new pair of summer shoes in a store that was looted the next day. On Friday, April 5, the President and the so-called mayor of Washington did nothing to suppress these riots. They had expected them and troops were ready all around Washington. In fact I had seen troops practising riot control at Ft. Belvoir the week before. About 2:00 p.m. on Friday the whole central city was full of enormous fires set by looters. From the windows along Independence Avenue in the South Building one could count dozens of huge black fires. This was the most terrible sight I had ever seen in Washington. There were even too few police to protect the firemen from being shot and nothing was done about looters nor the starting of new fires. About 3:30 p.m. our car pool started home by way of Alexandria and the Beltway. One could not go on any of the avenues with bridges over them because the rioters were throwing stones and shooting at cars. It seemed to me that both the President and the Mayor were seriously derelict in their duties.

I worked in the garden on April 6 and 7. Apparently on Palm Sunday the troops were brought in and a moderate effort made to bring the riots under control. If action had been taken on April 4 all of this could have been prevented. Some rioting continued for several weeks.

April 19 turned out to be Dr. Alexander's last day but he insisted on not having a party so a few of us had some tea and talk in my office.



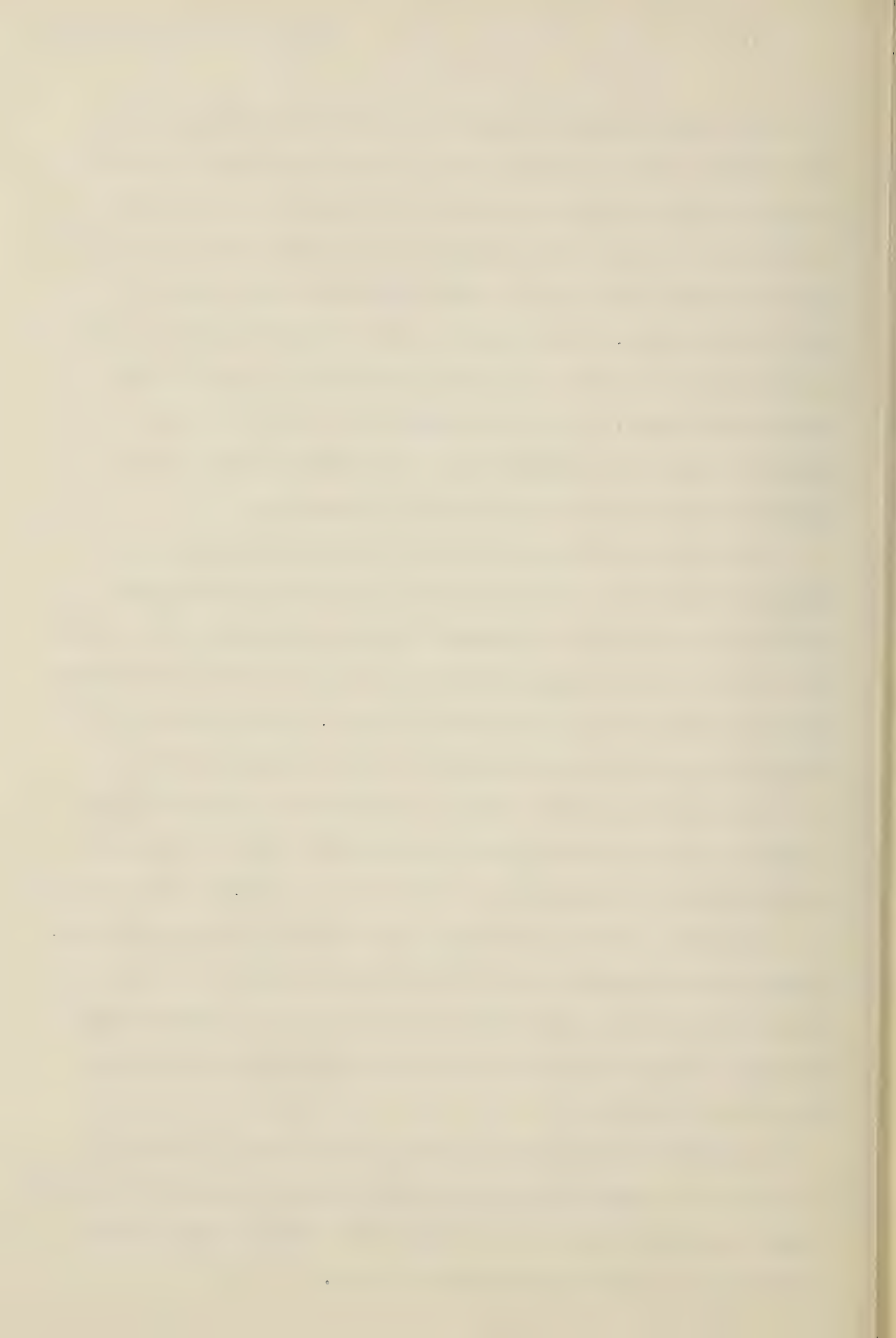
A few months earlier I had had some secret conferences with a representative from a group set up in DOD and State about the problem of Arab refugees. With our soil maps we had been able to help them quite a bit and I outlined a scheme for settling the nomads. In the meantime McGeorge Bundy left the White House and became president of the Ford Foundation. He gave an extra grant to Resources for the Future -- a generally useless child of the Ford Foundation -- to work on this problem above board. They wanted a good soil scientist and they persuaded Alexander to go with them. I was able to arrange a WAE appointment so he could keep his security clearances.

In April Dr. Brady suggested that I develop a long article on the potentially arable soils of the world and critical measures for their use for "Advances in Agronomy." Orvedal recalculated our estimates that had been made for the President's report on the World Food Situation and I wrote the rest of it as I could get time. This turned out to be an enormous job and the paper went to Brady in early October.

In the middle of April I sent to Joe Robertson a suggestion for a Yearbook that I doubt will ever see the light of day. During the past years the USDA Yearbooks have been very poor indeed. (See attachment.)

On Sunday, April 21, Mommy and I took a plane to Lansing, Michigan. Verne Bathhurst and Dirk Vander Hoet met us and took us on a long drive all around the campus before going to our hotel. Bathhurst came for us for dinner and just as he came poor Mommy had a bad nosebleed. But it soon cleared up.

April 22 we went to Ionia and Mommy rented a car. I toured the County with our people and local officials and that evening made a banquet speech and presented the newly published soil survey of Ionia County. Unhappily I had seen many absurd errors in it.



Joseph M. Robertson, Assistant Secretary
USDA

May 6, 1968

Charles E. Kellogg, Deputy Administrator
for Soil Survey, SCS

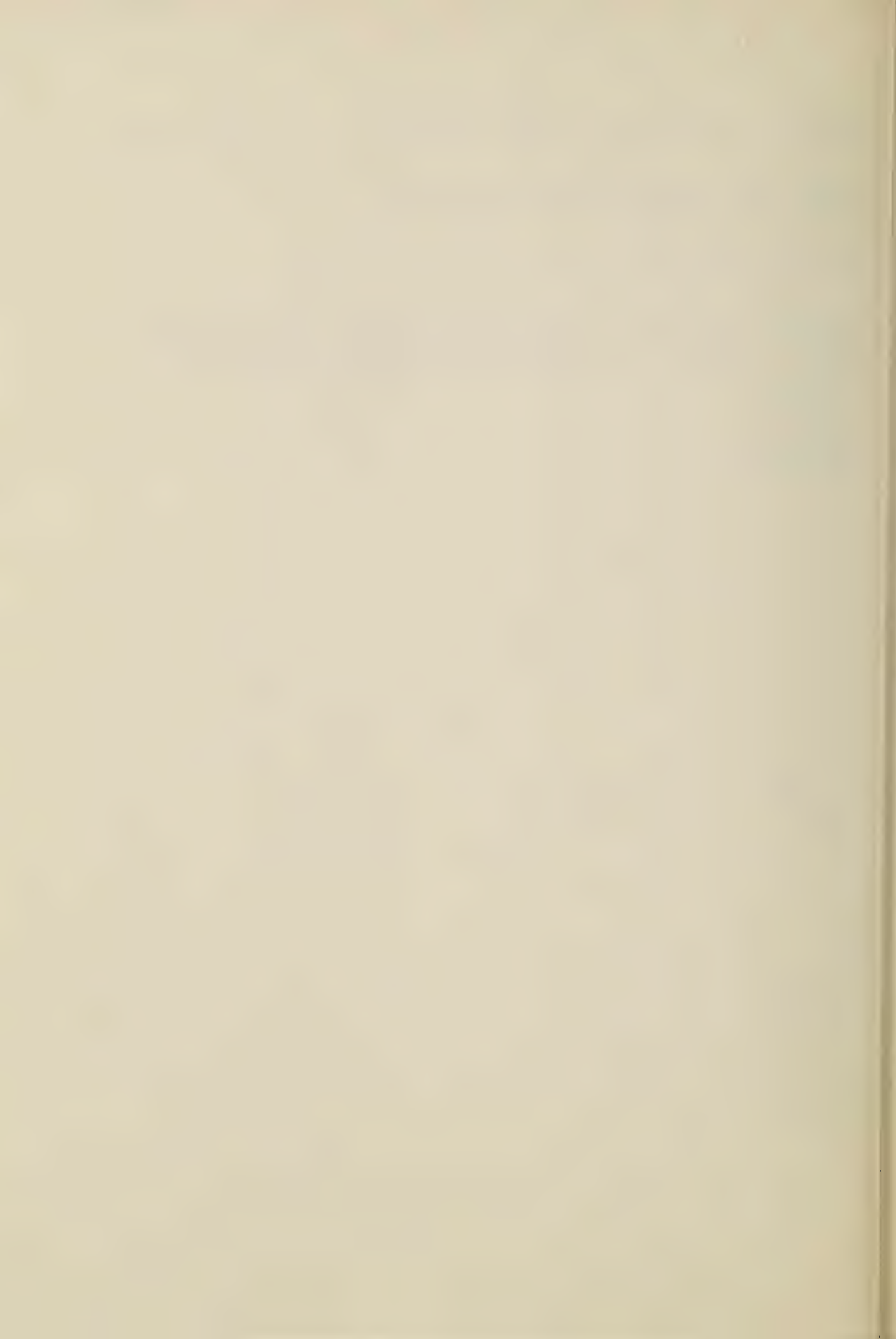
Yearbook suggestion

Attached is a suggestion for a USDA Yearbook. This is little more than an idea. I shouldn't want to spend more time on it until I had at least some suggestion that it would be done.

Attachment

CEKellogg:pas





PROPOSAL FOR USDA YEARBOOK
Rural America: 1930--1970

Many special papers and reports have been widely circulated recently about serious problems ahead in areas affecting rural America. These were prepared by special commissions, groups, and individuals. Some were sponsored by the Federal Government and some by other institutions, both public and private.

A high percentage of these are narrowly specialized and written without relation to associated problems, growing potentials, and what has gone before. Examples include reports on the environment, education, recreation, water, pollution, rural people, and so on. Many include exaggerated statements of the problems. The price tags are so huge that the total seems almost hopeless. Furthermore, many of these reports give the impression that most of the work must be done, or at least paid for, by the Federal Government.

Perhaps even worse, many of these special reports fail to explain how we have already made great progress along most of the lines they cover. The Government did have an important part in this progress. But the people had a great deal more.

Such reports are actually discouraging to our young people. If they add the price tags of all of the reports, they know that something must be left out. Therefore, these hazy programs fail to challenge our young people. So they have had to find things to



do for themselves; and many adults complain about what they find to do. Yet look what happened when Florence was flooded! Thousands of our best youth in western Europe and America had a chance. They responded to it gloriously with no motive other than to save the great treasures that represent the initiation of Western Culture.

Most of the older people remember the deep and almost senseless depression of the early 1930's. This was a challenge to the young people of that time. They responded to it. Obviously the President cared, and he attracted other people who also cared. Enormous progress was made in rural America.

The story of this progress should be told.

A great deal happened in the rural landscape. If one had taken a trip along the coast south of New York, through Charleston to Fort Worth, and then returned by an inland route, he would have seen great poverty, children with obvious nutritional deficiencies, great gullies, enormous wastes of water, and pollution by sediment. Few rural families had electric power or running water. Many were losing their farms by mortgage foreclosures.

Then too, if our observer had gone the length of the Great Plains, he would have seen few open banks, little electric power, no shelterbelts to speak of, rampant soil blowing in the drought years, and great discouragement.

Should our observer have left the country and been unable to see what the people did between 1930 and 1960, and came back now to make the same excursions, he would fail to trust either his eyes or his memory.

The story of what happened and how it was done should be told, objectively and with reasons.

It would bring out that when our young people are motivated, they can do a great deal about these problems. Federal leadership was important. Some funds were required, but mainly vision and opportunity. For example, look at what TVA did for the South. First of all, it gave places where men could stand and work. Electric power was made and distributed efficiently. Floods and sedimentation were greatly reduced. The Black Belt of Alabama is now a "green belt."

And the U.S. Department of Agriculture had a very great role in this. With the new fertilizers people needed new kinds of crops. These were developed by our geneticists in the USDA and the State experiment stations. Livestock could be produced efficiently for the first time.

Science found a way to make pulp out of southern pine. It became an important crop. Many thousands of acres of the old eroded Piedmont are now in pine forest.

It was learned that thresholds could be put under farm prices and that ways could be found to furnish farmers credit. (And the Government lost very little on these loans.)

The people in the Great Plains found they could have shelter-belts. With some help from the Department they learned how to plant them so they would last. They found they could have electric power. With some help from REA they developed cooperatives for this purpose.

These are only scattered examples. Essentially every rural area in America was touched by this enthusiasm. And rural America includes the market towns that are a part of any modern agricultural system. In fact, now more full time agricultural workers live in these towns than live on farms.

Every viable agency of the USDA and of the State land-grant colleges had much to do with stimulating this enormous progress and so did private agencies and individuals.

It is not easy to think of present problems that are more difficult than those problems in the early 1930's; yet we do have difficult ones now also.

Many of us working in those days had personally experienced the change to running water and inside toilets, to automobiles, to electric lights, and to radios as new things. These are all old hat to the young people of today.

Somehow we have failed to motivate them to see the great opportunities and potentials for progress, except with almost impossibly large Federal expenditures--so large that it is obvious that short of a miracle they will never be available. Federal

funds will be needed. But we do not think such huge appropriations as many suggest are either necessary or desirable.

Many social experiments were made in Washington and elsewhere. Sometimes one gets the impression that Americans develop blindspots about their own successes. They develop a great and successful social experiment, such as TVA, and then resolve never to have another!

We think that a Yearbook devoted to this progress over the long period, which would explain how the Government met the problems in the early 1930's, and explain the part that thousands of people played in it, together with realistic suggestions for the future, would be highly interesting and instructive to the young people of today. And rural America is much more than farming. Many of our young people want to do something worthwhile--the kind of young people who volunteer for the Peace Corps--and those who find little in adult America now that challenges and interests them. They, too, want a place to stand.

Mommy stayed with the Saffords and I returned to Lansing. On the 23rd the boys took me to see some serious problems in Kent County near Grand Rapids and we drove north to Traverse City. Much of the time it rained.

The next day we went up to Mackinaw City and Charlevoix and back down to Palo. The other boys went on to Lansing and Mommy and I went to a party given for us by the Masons and Eastern Stars in Palo. After the party Mr. and Mrs. Vander Voet came for us and took us to our hotel in Lansing in flurries of snow. The party was very nice and I saw people I had not seen in years.

On April 25 I gave speeches most of the day. I had two talks at the University, conferences in the State Highway Department and two speeches to the SCS staff.

We had planned to leave the next day but Senate hearings had been rescheduled so the final banquet was moved up to about 5:00. When the speech was over we were taken to the airfield for the plane.

We were down in Baltimore about 10:00 p.m. and took a taxi home.

The next morning I went to Senate Hearings which went as they usually do in the Senate -- not too good. This had been a pretty rough week.

On April 29 I found an enormous accumulation of papers and correspondence. I was able to arrange for Clifford Orvedal to accept an invitation to accompany a group from the Academy of Sciences to Indonesia.

April 30 Séan Cooney came. We had a busy day and a long dinner chez nous.

After two or three useless conferences with the screwball ecologists in Interior, I was able to persuade Assistant Secretary George Mehren to take the leadership in the Department on this biological conference of UNESCO in Paris. Unhappily however this didn't work out. Apparently George couldn't stand it any longer and left the Department in May or June. And for the rest of the calendar year the completely ineffectual Ned D. Bailey was acting Director of Science and Education.

Near the end of the week I had a fairly long chat with T. W. Edminster of ARS about the general lack of ideas and drive in the U.S. Plant, Soil, and Nutrition Laboratory at Cornell, and the need to revitalize a more effective advisory committee. Later Alloway came down and we had a long talk and he apparently got things smoothed over in ARS and they settled for a rather weak, mainly USDA committee. This was too bad.

For the next few days I attended about 5 or 6 lectures at the IBM headquarters on some of the basic principles in data processing.

Over a year before Williams had promised me verbally in his office to support GS-15 grades for the principal soil correlators and a GS-16 Assistant Administrator for Soil Survey. He did not keep his word. I suppose that Young or Mohag~~an~~ talked him out of it.

In 1967 Williams explained in staff conference a complicated procedure by which he and the Secretary had chosen Ken Grant to take Gladwin Young's place. It became obvious later in conversations with people around that Williams had more or less promised this job to Hollis Williams, Norm Berg and possibly, I don't know, to William Davey. As time went on Hollis Williams allowed himself to get more and more bitter about the whole business. Although Hollis had a great deal of ability,

including law and politics, he lacked some in emotional stability. Ken Grant turned out to be a far abler man than Gladwyn Young or Williams and didn't seem to be jealous of the staff. After he had been settled some time I brought up the question of planning for my successor and that William Johnson was the ablest man, considering administrative ability, general education, and language skills in addition to basic soil science. Unhappily, like several his age, Johnson got caught in the war and never finished his Ph. D. dissertation. I explained to Grant that I wanted to retire fairly soon but it would take at least two years for me to do so after Johnson was promoted to GS-15. I made it plain that unless a reasonable arrangement were made I would not retire until my 70th birthday unless charges against me were supported. I had explained this situation to Assistant Secretary Robertson 2 or 3 years earlier and reminded him of it again.

Anyway Ken Grant got what I had been unable to do and Williams called me in and told me to go ahead with the arrangements for Johnson. This meant writing out a job description for an assistant to the deputy administrator and being careful not to impinge on the duties of a full assistant administrator. I worked this out during the next few days with Mohagen.

At the same time I was doing all I could to get a special appropriation to publish our backlog of soil surveys. Really the Service should get a severe reprimand for allowing this great imbalance between field work and publication to happen. For the want of a few millions dollars the public was denied benefits of around 1 $\frac{1}{2}$ billion dollars!

While working on all of these papers for Johnson and so on I was chewing away at a paper that Brady wanted for "Advances in Agronomy". Also I was trying to develop a position paper for the government on soils

and soil conservation to go forward to the UNESCO conference. This involved a lot of correspondence with my friends in FAO. At the same time, working with Ralph Phillips and Dorothy Jacobson, I was trying to get American support for the administrative set up for soils in FAO that Ignatieff and Swindale wanted. Happily this worked out well.

On Monday, May 27, I had a good conference with Hub Alloway and Guy Smith about the research program of the nutrition laboratory at Cornell. We apparently got some important things planned.

Because of the short funds for Soil Survey travel, and since Smith and I had been in Australia, I arranged for Johnson and Bartelli to go. Later I cancelled Johnson's authorization because he was coming in to Washington. Simonson got a considerable grant through the Society and was gone most of August and a bit more. (And after he returned he was ill a great deal of the time for the next $2\frac{1}{2}$ to 3 weeks.) Cady also got some help from the Society and an Australian fund. In addition, the state soil scientist from California went and a few other field soil scientists on their own, including Mogen.

From all the reports I received and from looking at some of the handouts Australian soil science continues to go down hill.

I should add here as well as anywhere else that Dr. Cady was becoming a serious problem and embarrassment. He had been an able man in soil genesis and mineralogy, but over the last 2 or 3 years he had become almost totally blind. Thus he could not carry on as a mineralogist. He could do some useful writing and lecturing but he was very slow and continually procrastinated. After he returned from Australia I insisted that his grade had to be considerably reduced and later someone will certainly need to bring about his retirement for disability.

On June 3 I had a notice, just in the form of a letter from the secretary, that I had been elected a member of the Royal Society of New Zealand. I suppose that this had been a long time cooking since the number was limited to 30 for the world. I assume that some old fellow had to die to make room for me.

On June 4 Senator Robert Kennedy was shot by an Arab assassin while campaigning for the Democratic nomination for the presidency in California. He died the next day. The whole Democratic campaign was a mess brought about mainly by Senator McCarthy who criticized President Johnson repeatedly for the war in Viet Nam, which he had not started and had no way of stopping.

For the first time I began to get, through Van Dersal, criticisms of the Cartographic Division. I don't know who was behind all of this. A "committee" was set up to look into it. Of course Koechley and I looked into it. Our head at Portland, Mr. Ellis, had been seriously ill and while he was ill 2 or 3 small but regrettable mistakes were made. And that was all. But I did need to waste time on it.

On June 6 I had a conference with Charles Hardin for two hours about some of his planning for technical assistance and training abroad of the University of California at Davis. Subsequently, we had a good deal of correspondence about India.

That week I received an absurd letter from G. F. Shepherd, Acting Director of the Cornell Libraries about the wording of my new will. The letter indicated a copy to Dr. Cline, but he never received a copy. Copies of the correspondence are attached.

I didn't need this kind of problem in addition to all of the others I had on hand then.

the Director

May 31, 1968

Dr. Charles E. Kellogg, Director
A Study of American Colleges of Agriculture
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Dr. Kellogg:

I wish to acknowledge receiving through Prof. Marlin G. Cline the redraft of the section of your will which concerns your library. I am very remiss in waiting so long to do so, and there is no reason why I should not be perfectly frank in explaining the delay.

I have conferred extensively with my colleagues and with Prof. Cline concerning the requirement that should your library come to Cornell it must be kept together as a separate collection. I and my colleagues feel strongly that this would really defeat your objective. I say this with great sincerity since I've had over thirty years experience in such matters. I must hasten to say that Prof. Cline does not wholly agree with me, but he said I should be frank in expressing my concern.

Prof. Whiton Powell, Assistant Director and Librarian of the Mann Library, and I agree that your library would serve scholarship better if it were housed according to the various categories. The personal files ought to go into the Collection of Regional History and University Archives. The monographs and journals should go into proper classed order with similar material. The maps should be integrated with the well organized map collection. If held together as a unit the library's usefulness would be short lived and would for the most part be exploited only by those who had personal memory of you. Standing unrelated to the other rich library resources of Cornell it would assume the characteristics of a memorial more than a valuable resource for scholars.

You see, I am being brutally frank. I would be remiss in my responsibilities if I were to speak otherwise. To be silent now would be tantamount to saying we agree with the restrictions of the will. That would not be fair to you.

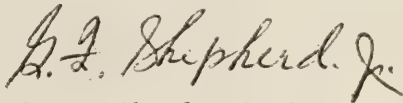
Dr. Charles E. Kellogg, Director

Page 2

Cornell would be most fortunate to be able to add your library to its great resources, and I earnestly hope you will want to reconsider the provisions as presently stated in your will.

It occurs to me that you may want to stop in to see us and permit me to show you more specifically the procedures I advocate. I should be pleased to talk with you when you are next in Ithaca.

Sincerely yours,

A handwritten signature in cursive script, reading "G. F. Shepherd, Jr.".

G. F. Shepherd, Jr.
Acting Director

GFS:jz

cc: Prof. Cline
Prof. Powell

9 June, 1963

Dr. Marlin G. Cline, Head
Department of Agronomy
College of Agriculture
Cornell University
Ithaca, New York 14850

Dear Marlin:

I am amazed and puzzled by the letter of 31 May from the Cornell Library.

First of all my new will simply gives in all detail what was agreed on in 1950 in conversation and letters. And today my library is considerably more valuable to scholars of soil science, with special interests in its history and its relevance to economic development in poor countries than it was then. In fact, this arrangement had encouraged me to preserve and to bind a great many scarce items and others that soon will be scarce.

I had assumed, of course, that the books would be catalogued in the main card index file with a note where they were, as is true in all libraries I know about with rare book sections and other special collections. It never occurred to me that this collection would be "unrelated to the other rich library resources of Cornell."

I cannot see that my notes, correspondence, and other papers have any relationship to "regional history" or "university archives". The collection deals with world-wide soil science as developed by scientists in a great many universities and institutes both here and overseas.

Unless a scholar could see the collection together I doubt that he would ever know that many of the items existed or were related to one another.

Certainly a part of the books are duplicated in the collections and in the rare book collections at Cornell. Soil maps are not like other maps. We have learned that they need a separate bibliography that includes a sample of the legend, as well as title, scale, author, place, and date.

My collection includes many scarce books. Some are very old and others are scarce because few copies were made. For example, some of the joint reports to governments of countries by the International Bank and FAO contain the only reasonably accurate accounts of soil conditions in several provinces and countries. Nearly all of these many volumes are soft bound.

Included also are soil surveys from a great many foreign countries sent to me by governments or by their authors.

If I had a motivation for a "memorial" it is well hidden in the deep subconscious. At least my conscious motivation arose because I saw so many private libraries simply go to pieces. This happened to those of both my predecessors — Professor Whitney and Dr. Marbut. I was able to save a bit of each, but only a bit.

It would be inconceivable to me that only "my students" would be interested. I say, however immodest it may seem, that I have "students" all over the world, judging by my correspondence. Deep scholars of soil science, should such exist in the long years ahead, will be able to find much of interest to them. If not, the collection is not worth saving, either split up or as a unit. I cannot see how splitting it up could help but reduce its usefulness to scholars.

One special manuscript summarizes my experiences in very frank personal terms. This needs to be controlled because of its frankness. But certainly people concerned with Soil Survey organization, such as my successors, should have a go at it.

Doubtless I have much to learn about library "procedures" in several areas. Yet I have used libraries a great deal. I do not understand what the Director has in mind to explain about "procedures" that bears on the new questions he has raised.

In the second draft of the new will it did occur to me that another librarian at Cornell might take a different point of view. So I added the names of four other institutions. None of them has been told. Only during the past two months, two universities have asked for my collection, one good and one mediocre. Neither is mentioned in the will.

I am very sorry about this turn of events. Doubtless Mr. Shepherd has only the faintest idea of what my collection is like. Perhaps, only perhaps, for him to see it would help more than for me to be trained on library "procedures."

At least now I see no reason advance by Mr. Shepherd or anyone else, why I should change my will. He, and perhaps others, may call it a desire for a memorial. This is absurd. Further I am immodest enough not to think I need this kind. My only desire is to make the book available as a collection at a convenient institution for scholars to visit. Since I started in soil science Cornell has had a good staff. Then too, other universities might suppose that I was "fishing" for something, say an honorary degree. I knew, I thought, that Cornell would not think so.

If the plan can be saved you can discuss this letter with Dr. Brady and Dr. Kennedy.

I hesitate to answer Mr. Shepherd's letter. His reasons are so specious that I can only speculate on what the real reason is. Perhaps it is the lack of a financial provision. I suggested this in 1950 and was told that it was not necessary. Perhaps he has a low opinion of our profession. Perhaps he really believes this "memorial" bit.

My health is reasonably good now. I hope to have many years of use of my library. I have much to write. (I know I won't get it all done.)

But if it is not to go to Cornell then I should have discussion with some other university sometime.

Sincerely yours,

Charles E. Kellogg

NEW YORK STATE COLLEGE OF AGRICULTURE
A STATUTORY COLLEGE OF THE STATE UNIVERSITY
CORNELL UNIVERSITY
ITHACA, N. Y. 14850

DEPARTMENT OF AGRONOMY
EDWELL HALL

June 13, 1968

Dr. Charles E. Kellogg
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Dr. Kellogg:

I have not seen the letter of May 31 from the Cornell Library, about which you wrote me on June 9, so I can judge its contents only on the basis of your letter and a discussion I had with Mr. Shepherd and Mr. Powell on April 29. I had forwarded your earlier letter with the pertinent statement from your Will to Mr. Shepherd some time before that.

At our discussion on April 29, both Mr. Shepherd and Mr. Powell insisted that (a) if they were to maintain as unit collections all the donations the University receives, the library would become a very difficult facility to use and a very costly one to maintain and (b) the greatest use of material is obtained when library users find items uniformly located by Library of Congress Classification. This library has been converting to that system over the past 10 years or more. I insisted that the function of the collection as I visualize it would be for scholars who would be served best if the collection were held in one unit. We could not agree, and they left with the understanding that Mr. Shepherd would write to you and would send me a copy.

There would be the possibility of holding the collection in this Department. In many respects, this would have advantages for the users I visualize. I am afraid to depend on that, however, for our so-called library operation is not monitored adequately to insure security of so valuable a set. While I am here, we could set a room aside and insure security, but I would hope that this collection will not be available for 20 years or more after I am out of the headship. There is absolutely no assurance that the person responsible 20 years hence would maintain it. Thus, the logical place is in a proper library where the collection is subject to strict library rules and procedures. I just don't think it would be strictly honest to accept the collection unless this were insured, and the only way it can be insured would be under library control.

Dr. Charles E. Kellogg

-2-

June 13, 1968

I do not have data which would permit me to evaluate the arguments of Mr. Shepherd and Mr. Powell. I do know that when I served on the Library Board there were cases of collections which the Librarian reported to be problems of accessibility and maintenance. Lacking valid bases, I have to rely on the appraisal of people trained in library management. Have you consulted librarians of really large libraries?

I am sending copies of this to Doctors Brady and Kennedy to see if they have suggestions.

Sincerely yours,



Marlin G. Cline
Head of Department

MGC/eb

cc: Vice Provost Kennedy
Director Brady

-1023-

NEW YORK STATE COLLEGE OF AGRICULTURE
A STATUTORY COLLEGE OF THE STATE UNIVERSITY
CORNELL UNIVERSITY
ITHACA, N. Y. 14850

DEPARTMENT OF AGRONOMY
CALDWELL HALL

June 17, 1968

Dr. Charles E. Kellogg
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Dr. Kellogg:

I have just talked with Dr. Kennedy, and he is as much concerned as I about the Cornell Library's position on your collection. You probably do not know that we are currently without a head Librarian - Mr. Shepherd is acting. We would like to know if it would be satisfactory with you for us to hold the matter in abeyance until our new librarian is on the job in September. It is a question whether to take the matter up with Mr. Shepherd now or wait until the man with ultimate authority is on the job.

Sincerely yours,

Marlin G. Cline

Marlin G. Cline
Head of Department

MGC/eb

-1024

June 21, 1968

Dr. Marlin G. Cline, Head
Department of Agronomy
College of Agriculture
Cornell University
Ithaca, New York 14850

Dear Marlin:

I trust you have the copies of Shepherd's letter. Just after I mailed them Dr. Brady came in!

I can see no hurry about this matter of my collection. The will is clear. My health is as good as it has been for 25 years. My wife, son, and daughter understand my wishes.

By the way, I'm told that Gordon Johnsgard is unlikely to be able to return to professional work. He is in a veteran's hospital in Minnesota for mental difficulties.

Sincerely yours,

Charles E. Kellogg

ENCLOSURE

I learned that Mr. Williams had approved and signed the recommendation regarding Bill Johnson. He had told me on Friday, June 7, that this would probably take three months in clearance. I knew that this would be very inconvenient for Johnson. The only good time to sell houses in Portland is during the summer when the weather is nice.

Although Assistant Secretary Robertson was terribly busy on account of all of the rioting of Negroes who came and camped in the center of Washington I did go to see him. I should add here that ever since the rioting started on April 4 we had had serious trouble with Negro invaders and rioters in the Department of Agriculture. Joe Robertson had done a good job in preventing even worse incidents than we had.

Because of this I had typed out very briefly just what I wanted him to do. He picked up the phone in my presence and told the Personnel Director -- Barnes -- to handle this action immediately.

The next day, June 12, I had considerable discussions to get our codes for reporting soil survey work more adequately defined. Once Mr. Dorny understood the problem the thing was properly fixed.

The afternoon of June 12 I went to Hyattsville for our usual conference on soil survey scheduling. While I was there Mr. Robertson's secretary called me at his instructions to tell me that the action for Johnson had been signed and returned to the Service! Three days instead of three months!

The following day, June 13, Verna Mohagen came in and told me how they had hurried this action for me and that it was already back. Of course I evidenced surprise and thanked her!

On June 14 I made some more tapes on garden questions and finished the first rough draft of the article for Brady.

Mary Alice and the children had come down in her car June 11. On Saturday, June 15, their furniture came. The next day I measured for shelves in her new apartment and made them.

Monday, June 17, was a very busy day with extra heavy correspondence.

Tuesday, June 18, Joe Bulik of CIA came in to see me. I hadn't seen Joe for a long time although we had had a few telephone conversations. Over a year before he had asked me to look for a job for him. He was a bit discouraged and wanted to get out. But this time he was on top of the world. I didn't ask him much but he simply said, "Doc, I had a chance to make around two billion dollars for the government of the U.S. Several other agents could have done the same perhaps but I happened to be in the right place at the right time." Of course I didn't press him for details. The U.S. had had recently 2 or 3 very important defections from the Soviet bloc. Possibly one or more of these were involved, but I did not ask. I was happy for the great change in his morale.

In the afternoon Brady came in and we had a long talk about this problem of my soil science library going to Cornell.

Then too, I had a visit from Mr. McDowell of the Peace Corps. He had just been assigned from Africa to Washington to work out a program for Africa. He impressed me enormously and we had many further conferences about Africa, graduate credit for Peace Corps volunteers, and later, his next assignment in Malaysia.

June 19 I took my old car to the garage and left it and spent the rest of the day in Mary Alice' apartment installing shelves that I had made. It was quite a job because of the cramped space.

On June 20 I had a long talk with Alexander about his work on the Near East problem and initialed Bill Johnson's papers and mailed them. The plan is that he will report around September 1 or earlier.

On Friday, the next day, I worked with a new committee on this whole matter of the control of payments for large farms. This was a silly assignment from Freeman because we were supposed to watch the payments by ACP and the assistance given by SCS. Yet 99.9 percent of the criticism had been on the huge commodity payments of ASCS.

Robert and his family came on June 22nd. Mary Alice had brought along a large picnic table and some other things for Robert that she had no place to store. So we took this table to pieces and packed it in his car.

On June 24 a bright young man Byrd came in. He was a soil scientist on the Alabama staff and was assigned to Viet Nam. But they couldn't use him where they had hoped so he was returned. We arranged for him to be in Dr. Simonson's office and ultimately to be State soil scientist in North Carolina.

During the rest of the week I had a great many conferences and heavy correspondence. Van Dersal had persuaded Williams to send out to all offices a blanket request for suggestions about management and organization. Of course this method got nothing useful and Williams took only what he wanted to anyway. But many of us wasted a lot of time on these mostly ridiculous statements.

Coover, the former State soil scientist in Texas, had been assigned with my hearty approval to work in India. He was back on home leave and we had a talk. I was considerably disappointed. He hadn't gotten on top of either the job or the problem.

June - July 1968

Shortly after I left India in 1959 Govindanrajan was put in charge of the Soil Survey as a purely political appointment. He is incompetent, stubborn, and untruthful. No good man will work with him. During 1967 and 1968 I had several talks with high ranking Indians about this matter and explained to them that nothing could be done so long as this man held his position. Twice I was asked to come to India to "straighten this out." I finally agreed that I would try but that I would not go except under the auspices of the Rockefeller or Ford Foundations or some comparable private institution, not with AID.

Coover talked with me about reconnaissance soil surveys in India, which would be a complete waste of time.

About this same time we also learned that Dr. Rudy Ulrich had had a terrible accident. While driving at night a reckless young driver smashed into him and he woke up in a hospital.

Before Assistant Secretary Mehren left we had agreed in the Department to take some interest in the arid lands conference proposed by AAAS for the summer of 1969 in the U.S. Wadleigh was ill when we had a meeting in the winter of 1967 and I attended in his place. After a great deal of discussion in the Department it was agreed that Charles Bower would be the Department representative on the committee and Wadleigh would be chairman of an advisory committee to help him. Ogrosky and I were on for the Service and there was someone from the Forest Service and 2 or 3 from ARS. The AAAS had very little money and it was suggested that departments give them some help. We were told that funds could be transferred in fiscal 1968 or 1969 whichever was more convenient. It was far more convenient for the Service to do it in 1968 and I arranged for them to receive \$5,000 and prepared a memorandum to Mehren to that effect. He had told Bayley to look after it and I forgot about it.

July 1968

On Tuesday, July 2, I was asked to attend a conference for Don Williams with Bayley on this question. Thus by accident I was the only member of the committee there. Due to gross negligence Bayley had done nothing about this matter of 1968 funds and now it was too late. Our 1969 budget was too tight. Apparently planning went ahead but I was never consulted again on the matter in 1968.

We now consulted from time to time with contractors about building the new room. One agreed to do it and backed out and another was too busy.

On July 8 I went to the office, worked on correspondence until about 5:00 and took the plane to Spartanburg where I was met by an SCS car and taken to Clemson University for the Southern Regional Soil Survey Work-Planning Conference, which should have been scheduled in fiscal 1968. Again I sat with as many of the committees as possible. I gave an introductory lecture on some of our major opportunities and problems including plans for getting all of our reliable data on computer tapes. We also had some good sessions on some of the remaining problems of the new system.

The boys had planned a field trip but not too well and the rain the previous day had made it pretty muddy. Among the State experiment station people Springer from Tennessee was helpful and also McCracken and Buel of North Carolina.

McCracken is doing very well as Department chairman at N.C. I had had at one time a good opinion of Fitts, the previous chairman. Yet he was quite disliked by the staff. He was able to promote a scheme for soil testing in Latin America to be financed by AID. AID had asked me about this and since I had had a good opinion of

July 1968

Fitts and since North Carolina was one of the best institutions for this work I had mildly encouraged it. Later I heard rumors that it was going badly. Then in late May or June 1968 I read a report on the project. Fitts and his helpers were taking the completely absurd position that with soil tests alone fertilizer use could be recommended! North Carolina had excellent data, which proved that the interpretation of soil-test results into fertilizer recommendations varied widely by kinds of soil. I had written to McCracken about it but he waited until I could talk with him at Clemson. He explained to me that it was the most embarrassing problem that he had. I resolved to find some way to get this straightened out if possible because it was hurting the U.S. and North Carolina.

We also had some good discussion about the need for much shorter symbols on the field sheets and other tidiness to reduce cartographic costs. I returned home about 7:30 Thursday, July 11.

The next day was an extremely busy one. I discovered that Orvedal and John Rourke had made a whole series of very bad errors in preparing a small-scale general world soil map to go with this paper I was preparing for Brady. I was simply shocked. But with all the work we had down there wouldn't be time to redo it properly. In the older system the units had been associations of great soil groups, each one of which was defined in terms of climate and vegetation as well as soil characteristics. But some of the sub-orders and orders in the new system were not. Where these were mapped separately or in association with others that were not defined this way the map was worthless for this purpose. As much as these men had this principle explained to them and had used the old maps it didn't seem possible that they could make such

a serious and absurd error. So there was nothing for it but to go back to the old map with a few tiny corrections and use the old planimetry that we had used in making estimates for the White House book on The world food problem. Then I got Orvedal and Smith to work up an approximate table of equivalents of the old and new systems. This I then went over in great detail and had to make changes in definitions. I simply took Orvedal's draft and redictated the whole thing.

July 15 Williams talked with Berg and me about being members of an USDA committee on limiting service to large farms. In the afternoon I talked at length with a group of Brazilian soil scientists on a study trip in the U.S. especially about soil surveys and community development.

The morning of July 16 I gave a three-hour seminar-lecture to a group of 20 public administration fellows from some 15 foreign countries. I followed fairly closely the outline of the paper for the Advances. This was a most interesting session indeed. These men had been very well selected, were quite young, and held highly responsible positions in their own countries. I really enjoyed it.

It seems that they had had quite a few lectures in the Department from people who are supposed to know about economic development.

Early the next morning a lady from AIDS came over to tell me that these men had been asked to vote on which seminar was most helpful and they had voted unanimously for the one I gave.

The rest of the week I had very heavy correspondence, a conference in Hyattsville, and a session with the committee on restricting ACP payments and SCS service to large farmers, which was under the chairmanship of F. R. Kutish. We didn't get off to a very good start but

it straightened out later. John Baker has had quite a bad influence on the Secretary in emphasizing "small family farms." Whether one likes it or not the little old family farm with an ignorant manager is an anachronism. Whether colored or white, efforts to keep these families on poor soil and poor management can only drive them deeper into poverty. I have strongly advocated restrictions on engineering assistance and the like to wealthy farmers whether incorporated or not. And the record isn't too bad. One would think to hear John Baker and some of the others that setting up a corporation to farm is evil and unconstitutional, which is absurd.

Saturday, July 20 I had duty at the office which gave me a chance to clean off my desk and the table back of it. That evening Mommy and I had dinner with the Dykes at Olney Inn.

On July 23 I got a ridiculous memorandum from Don Williams complaining about our being behind in soil series descriptions with the inference that the hold up was in Dr. Simonson's office. As I had pointed out on numerous occasions we now had fewer people working on national soil correlation than was true in 1953 with only one third of the present work load. Simonson was away and so Carlisle and I gave a detailed reply, which showed that the hold up was all along the line due to understaffing. This got short shrift and we had as usual some arbitrary suggestions in a memorandum from Williams dated August 15 in reply to our analysis of August 1. (Copies attached.)

I took annual leave July 26 and put out a good many cuttings of new azaleas. The next day we went to Charlottesville and returned Sunday afternoon.

Now besides correspondence and preparation for the State Conservationists

UNITED STATES DEPARTMENT OF AGRICULTURE

SOIL CONSERVATION SERVICE

Washington, D. C. 20250

July 23, 1968

To: Charles E. Kellogg, Deputy Administrator for Soil Survey
From: D. A. Williams, Administrator
Re: Approval of Soil Series Descriptions

FOR OFFICIAL USE ONLY

For several months I have been receiving an increasing number of complaints from various parts of the country concerning delays in approval of soil series descriptions by Dr. Simonson.

A casual check indicates that there may be a backlog of as many as 2,000 descriptions awaiting action. If so, I believe this is untenable.

I do not believe that adding more people to Simonson's office is the answer.

As I recall, Soils Memorandum-11 (Rev. 1) established the present system in 1965. Apparently the breakdown in the system is here at the Washington level.

I feel it is urgent that, prior to the annual meeting of the State Conservationists in September, positive action be taken.

I wish you would give immediate consideration to again revising Soils Memorandum-11 to provide:

1. Placing responsibility for final approval and distribution with the Principal Correlators.

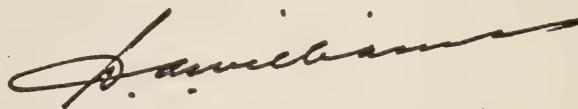
This could be done following a review period of not to exceed 60 days of a copy circulated by the Principal Correlator to the other Principal Correlators, concerned State Soil Scientists, Simonson, and Smith. Upon receipt of the comments by the deadline date, the Principal Correlator would make essential corrections, approve, and distribute.

2. All series descriptions now awaiting final approval, editing, and distribution in Simonson's office to be immediately returned to the Principal Correlators for action as proposed in item 1 above.

In order that I may have a more accurate accounting of our current situation, please supply the following information by August 9:

1. National cumulative total of series descriptions submitted prior to fiscal year 1966 not yet approved.
2. Numbers by States, and Principal Correlators' regions, by fiscal years 1966, 1967, and 1968 submitted to Dr. Simonson but not yet approved.
3. An analysis of the proposed revised procedure.
4. A proposal for any other actions that may be taken to resolve this problem.

It would be my plan to announce in my Annual Message the nature of the changed procedure.

A handwritten signature in dark ink, appearing to read "J. Williams", is written in a cursive style. The signature is located in the lower right quadrant of the page, below the main body of text.

D. A. Williams

August 1, 1968

Charles E. Kellogg

Approval of Soil Series Descriptions

We, too, have been aware of the problem of improved series descriptions.

The current status of the official soil series on record in the office of the Director of Soil Classification and Correlation can be summarized as follows:

Established active series 4,620
Of these, 1,098 additions or revisions have
been approved in the Director's office
since July 1965.

Tentative series with descriptions approved by
the principal soil correlators used in final
correlations but not approved in the Director's
office 770

Tentative series that have been used in final
correlations but the series descriptions have
not yet been approved by the principal soil
correlators 710

Tentative series under review within the States
or by the principal soil correlators, in
addition to the above 2,300

TOTAL. 8,400

In the attached table we have summarized the revisions of established and tentative series descriptions approved by the principal soil correlators and still on hand in the office of the Director of Soil Classification and Correlation for review. A summary of this table by fiscal years of origin is as follows:

Prior to fiscal year 1966 26
Fiscal year 1966. 136
Fiscal year 1967. 367
Fiscal year 1968. 576

TOTAL. . . . 1,105

Of this total, 335 are revisions of established series and 770 are tentative series.

Two important factors have combined to make the problem especially difficult during the past two years to all those concerned with making decisions about soil series: (1) the increased amount of soil survey work being done, including areas without other recent soil surveys in the immediate vicinity; and (2) the application of the new system of soil classification.

The decision was made in 1951 to develop an improved system of soil classification so that interpretations could be more precise for many purposes, such as predicting the yields under alternative systems of management of adapted field and horticulture crops, for range site, forest site, and for several engineering predictions related to highways, building construction, hydrology, and the like. With the basic materials for these interpretations a wide assortment of special interpretations are being made for guidance in soil management, pipeline location, and for several aspects of both recreation and community planning.

To achieve the necessary results, soil series in the new system now have restrictions on ranges in soil temperature, soil moisture, and depth to water table. Permissible ranges in some of the other soil characteristics have also had to be reexamined.

The application of the new system, in order to have these more precise and useful interpretations, has resulted in the splitting, dropping, or combining of many of the old established soil series, along with the establishment of new ones, in order to have series that are relatively homogeneous in their response to management, infiltration rates, and other basic properties that influence the interpretations. Of course, this process has been going on continually for more than 60 years as new knowledge about soils was gained. But the process has been especially rapid during the last four years.

Perhaps it would be helpful to outline the steps by which a soil series description is studied and reviewed before it is finally "established." They are approximately as follows:

1. The author, who may be a soil survey party chief, writes an initial draft of a new soil series and gives it a tentative name. This draft is immediately sent through channels to the Washington office so that the name may be reserved or, if already in use, a new name suggested or requested.

2. An initial review draft is prepared within the State along with some testing.

3. This review draft is sent to other States thought to have an interest, commonly including some States outside the region. The results of these examinations lead to a revised draft that is forwarded to the principal soil correlator, although members of his office have doubtless been involved with the series somewhat already.

4. The principal soil correlator and his staff send this draft, or a revision of it, to the States that are known to be interested, other principal soil correlators, to the Director of Soil Classification and Correlation, and to the Director of Soil Survey Investigations.

5. The tentative soil series description sent to the office of the Director of Soil Classification and Correlation is studied from the point of view of how the definitions and limits proposed for the series fit into the national system of soil classification. Basically it is the purpose of that office to see that soil series, families, and units in other classes of the system fit together into a national system; and that the names of the classification units and the names of the mapping units are in accord with the accepted conventions. These conventions, worked out in staff conferences that consist of the principal soil correlators and directors, are included in the Soil Survey Manual and the several modifying memoranda.

Mere editing of the descriptions, although important, is a small part of the work involved. If a soil series has boundaries with other soil series, they need to be consistent within the system. Some new proposed soil series have turned out to be unnecessary when viewed in this light. Undiscovered overlapping and gaps cause considerable inevitable confusion.

Unless the job of fitting a soil series into the national system is done well, our syntheses of data for interpretations are bound to be in error. The review of the series as a valid unit within the system is quite a different problem than reviewing the description itself. Yet many of the series descriptions do get to the Director's office without full consideration of all competing series and with some technical and editorial errors.

Of course, the same principle applies to soil families and the units in the higher categories of the system. In studying the soil series we need to check on what sort of bedfellows we are getting within families and within subgroups so that phases of these units may also be useful for synthesizing data and for making interpretations.

Traditionally the soil series have been called "established" when approved by all offices, including the national office. Actually the drafts sent by the principal soil correlator have had a more nearly thorough review than in the previous steps.

We think it would be more appropriate for the principal soil correlator's final draft to be called the "regional approved soil series" than to call it "tentative".

Yet at the same time the national review of how new soil series or revised soil series fit into the national system is exceedingly important. Those reviewed nationally may be called "established".

We recognize that the descriptions of both the new series submitted by the principal soil correlator and the older established soil series need to be reviewed as the system develops. This needs to be done well and the current work load is heavy.

Thus, the national office has not been able to keep entirely up to date. During the past three fiscal years the Washington office has reviewed 893 of the established series--184 in fiscal year 1966, 244 in fiscal year 1967, and 465 in fiscal year 1968. The national office is essentially current on these. In one week there may be 50 on hand and the next week 200 but not more than a normal operating workload, although we are reaching about the limit with the typing facilities available for this function.

It would be difficult to estimate accurately the proportions of the soil series that are confined to a single region. Of course, many of them are, perhaps one-third or so. Yet fewer families would be limited to a single region. For example, few soil series overlap between the western part of the Pacific Northwest and the New England States. But certainly some families and some subgroups do overlap. Many of the soil series in the Great Plains overlap the Southern, Western, and Midwest Regions. There is a large overlap between the Midwest and the Northeast and there are considerable overlaps between them and the Southern Region.

This whole process has in it some problems of communication both ways. The study of how a proposed series fits into the system commonly brings out questions that call for replies from the principal soil correlator, or perhaps from two or three of them, and from one or several States. We should doubt that 60 days would be adequate for many of these, considering the fact that several of the key people spend much time in the field.

If the soil series is needed immediately, it should not be held up for the final national review of its place in the system, considering our present backlog. Thus, we are saying that those approved by the principal correlators can be used in publications. A principal soil correlator may feel that a very few of them should be qualified.

The new system of soil classification is now being prepared by Dr. Smith and the correlation staff for publication. The first volume will contain the basic principles and the definitions of the higher categories down to and including the great soil groups. Now we are thinking of a second volume that would contain the definitions of the subgroups, and a third volume that would contain definitions of the families and the names of the series within each family. We expect that the first volume will need to be revised, perhaps, each 5 or 6 years, the second volume each 2 or 3 years, and the third volume once each 6 or 12 months.

We are hoping very much to get this third volume on computer tape so that it can be corrected frequently and corrected readouts can be had as frequently as necessary, say about once every 3 or 4 months. This job has a special mechanical problem. The names of soil series are proper geographic names and the opportunities for misspelling are very great. Also, there is need for checking any new names, derived usually from the names of counties, small towns and villages for correct spelling and to prevent duplication.

We think this job of getting the families and names of soil series on computer tape can be done this year.

Because our data available about soil are so massive, we have already started to develop a program to place them on computer cards or tape so that our people can have the summaries far more rapidly than they can now.

In the longer time ahead we also hope to be able to have typical profiles, laboratory data, engineering data, and descriptions for each series on computer tape or cards. This could enormously reduce the job of sorting out the possible competing soil series in order to avoid errors. Each proper soil series description is so written that it includes all the soils in the United States with characteristics that are essentially alike and excludes all those with significantly different sets of soil characteristics.

Doubtless much of this work using the computer could be carried out in the office of the principal soil correlator or in Washington. Looking ahead to the future, it would seem to us it could be done more cheaply in one place, especially to feed into the computer

experience data--estimated yields and all the rest--which will come later. If it is done in the office of the principal soil correlators, those offices will need to have as complete a file and sets of computer tapes as the national office.

In summary, we are suggesting that the new soil series approved by the principal soil correlators be called "regionally approved" without limitation on use in published soil surveys and similar documents, except as they decide. They would continue to be reviewed by the national office along with the present established soil series that need review. We recommend that the term "established" continue to be used for those soil series that have been reviewed by all offices, including the national office.


In specific response to the proposed revisions:

1. We should like to have the principal soil correlators give regional approval of descriptions of soil series as outlined.
2. The principal soil correlators are now using, and should continue to use, the regionally approved descriptions. But they too have a large backlog of tentative soil series descriptions that have not been approved by them.

Before writing a revised plan in detail and promulgating it as a memorandum, I should like to consult the principal soil correlators and the directors of soil correlation and investigations. Since both Dr. Bartelli and Dr. Simonson will not be back for some time, the earliest date on which we could have a meeting would be about the second week in September, after Dr. Bartelli and Dr. Simonson have been back in their offices at least for a little while.

The broad outlines herein suggested could be prepared earlier.

A suggested paragraph for the Administrator's address to the State Conservationists has gone forward with other items relating to the Soil Survey.

Attachment 

CEKellogg/FJCarlisle:pas

Numbers of soil series descriptions in current format that have been submitted by the principal soil correlators to the Director's office for approval but have not yet been approved and distributed by the Director's office^{1/}

	Prior to Fiscal year 1966	Fiscal year 1966	Fiscal year 1967	Fiscal year 1968
<hr/>				
Northeast Region				
Connecticut				
Delaware				
Kentucky				1
Maine			1	
Maryland				
Massachusetts				
New Hampshire				
New Jersey				
New York			2	15
Ohio			1	2
Pennsylvania		1		1
Rhode Island				
Vermont				
Virginia	1		2	
West Virginia				1
	<hr/>	<hr/>	<hr/>	<hr/>
Total	1	1	6	20

^{1/} When Soils Memorandum-11 (Rev. 1), Soil series descriptions, was issued December 21, 1965, the principal soil correlators asked the office of the Director of Soil Classification and Correlation not to process the draft soil series on hand that they had previously submitted in the old format. There were 308 of these on hand in 1966 that have not been resubmitted by the principal soil correlators in the current format.

Numbers of soil series descriptions in current format that have been submitted by the principal soil correlators to the Director's office for approval but have not yet been approved and distributed by the Director's office^{1/}

	Prior to Fiscal year 1966	Fiscal year 1966	Fiscal year 1967	Fiscal year 1968
South Region				
Alabama	2	2	3	3
Arkansas		5	1	6
Florida	1	1	12	14
Georgia		4	2	
Louisiana	5	3	3	7
Mississippi		11	5	10
North Carolina	1	4	2	14
Oklahoma		7	6	10
South Carolina	1		10	8
Tennessee		4	3	14
Texas		36	25	26
Puerto Rico	9	8	67	6
	<hr/>	<hr/>	<hr/>	<hr/>
Total	19	85	139	118

Numbers of soil series descriptions in current format that have been submitted by the principal soil correlators to the Director's office for approval but have not yet been approved and distributed by the Director's office¹

	Prior to Fiscal year 1966	Fiscal year 1966	Fiscal year 1967	Fiscal year 1968
Midwest Region				
Illinois			11	41
Indiana		1	3	14
Iowa			12	74
Kansas	1	19	4	19
Michigan			8	12
Minnesota				21
Missouri	1	2	4	14
Nebraska		2	1	30
North Dakota		6		45
South Dakota		8	19	33
Wisconsin			17	
Total	2	38	79	303

Numbers of soil series descriptions in current format that have been submitted by the principal soil correlators to the Director's office for approval but have not yet been approved and distributed by the Director's office^{1/}

	Prior to Fiscal year 1966	Fiscal year 1966	Fiscal year 1967	Fiscal year 1968
West Region				
Alaska				
Arizona	1	1	20	23
California				1
Colorado	1			
Hawaii		1	56	22
Idaho		1	22	
Montana				
Nevada			1	36
New Mexico			3	38
Oregon	1		1	13
Utah	1	9	22	1
Washington			18	1
Wyoming				
Total	4	12	143	135

UNITED STATES DEPARTMENT OF AGRICULTURE
SOIL CONSERVATION SERVICE
Washington, D. C. 20250

2018

August 15, 1968

SUBJECT: Approval of Soil Series Descriptions

TO: Charles E. Kellogg, Deputy Administrator for
Soil Survey

Thank you for your August 1 memorandum on this subject. As I had anticipated, it does show that we have a major problem. While 1,105 pending soil description approvals cumulated over several fiscal years are not as great as the "guesstimated" 2,000, it is still beyond rationalizing without taking aggressive action.

Advisory SOILS-10, dated May 5, 1965, to which was attached the recommendations of the Committee on Soil Correlation and Related Activities, contains this recommendation:

"3. Principal Correlators should provide more adequate field guidance during the survey to State staffs in soil classification, correlation, interpretations, and report writing. They should review, approve, or correct soil series descriptions. They should also be responsible for completed correlations."

This recommendation, which I approved, has not been fully implemented. I now request that this be done.

SOILS MEMORANDUM-11 (Rev. 1), dated December 21, 1965, page 7, second paragraph, discusses draft series approved by a Principal Soil Correlator and outlines steps to receive approval from the Director, Soil Classification and Correlation.

This paragraph should be revised as follows:

"Each draft series description approved by a principal soil correlator will be forwarded to the office of the Director, Soil Classification and Correlation. There it will be examined to determine that: (1) it is complete, (2) it is properly classified, and (3) it is adequately differentiated from other series, especially similar soil

series occurring in other States. The Director's office will complete the review and return comments and suggested corrections to the principal soil correlator within 60 days after receipt of the draft description. The principal soil correlator will review, correct as necessary, approve, and arrange for distribution of the soil series description."

The following additional paragraph may be added at your discretion to a revision of SOILS MEMORANDUM-11:

"Special Problem Series. The principal soil correlator, in a very few instances, may decide that a limited extension of review time is needed before he can finally approve the series description. He should request whatever assistance is needed in order to complete the review as soon as possible."

In addition to the above revisions of SOILS MEMORANDUM-11, there may be other needed changes to be consistent with the revisions herein indicated. If so, please provide for them.

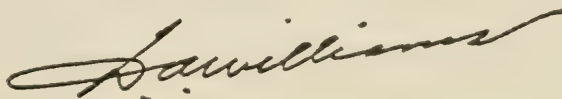
I do not concur in the idea of "regionally approved soil series" mentioned on page 4 of your August 1 memorandum. It does not speed up the approval process, nor does it promote the idea of a national approach.

In addition to the above, I believe the following steps should be taken:

1. You should address a memorandum to Dr. Simonson, after the State Conservationists' annual meeting, requesting that all series descriptions now awaiting final approval, that will not be approved by his office within 60 days, be returned to the principal soil correlators for handling in accordance with the newly established procedures for approval.
2. Arrange for advance copies of SOILS-MEMORANDUM-11 (Rev. 2) to be available at the State Conservationists' annual meeting.

I regret the necessity of taking this administrative action and I expect that Dr. Simonson may be disturbed by it. However, after waiting several years for more affirmative action, I do not believe that we can longer delay needed action because of the personal wishes of the individual. We will therefore proceed accordingly.

Administrator



meeting I had all of this work on the correlation problem.

August 2 I drove the car pool home in just about the worst rain I ever saw in Washington. When I got home I found the Dykes and others here for a birthday dinner that Mommy had planned for me.

On Saturday I worked in the garden and Mommy picked out her birthday present -- a new Ford Torino. And on the next day we signed a contract with the American Home Improvement Company for our new room.

August 5 turned out to be a light day at the office and Mommy got her new car. All the children and grandchildren were with us for dinner. The next day Joan and the children left for Boston and Robert returned to Charlottesville,

By now the garden work was heavy. I stayed home August 7 and we drove out to look at plants to revise the plantings around the new room and we went to Scan and ordered the wall units and a chair for the room. I moved a few plants that were in the way out into the main garden.

August 8 the committee with Mr. Kutish met again. I continued to work on the paper for Brady. The next day I had a fine conference with Mr. Abba from Ignatieff's office in FAO. Saturday, August 10, was very hot and Fritz Senn came to spend the weekend with us.

On August 12 I still had more work to do on the paper for Brady and a lot of correspondence. Of course the worst was the ridiculous stuff from Williams on soil series.

On August 16 Robert came and the next day we moved several large azaleas with the temperature at about 97°! I worked a good deal Sunday in the garden, transplanting and watering and did a little more on the paper for Brady. August 19 I worked more on the correlation problems.

The following day we had a meeting to arrange for representation at the FAO soil fertility conference at Colombia, South America. As soon as I had learned about this some days earlier I had called Lewis Nelson of TVA to learn if he would go if he had an invitation. He told me that he thought he could. I explained to him the very bad work Fitts was doing and that I was prepared to insist he go since we had no one in USDA knowledgeable on the production side of fertilizers. Only this last I explained to the committee. Everyone agreed and Nelson went the following November.

I had an all day conference on automatic data processing. Swindale was here for that. During the week I worked on the soil series memorandum followed by a tough weekend in the garden.

On August 26 we made a plan for Bill Johnson to have a suitable office, which required a bit more crowding. Previously I had talked with all of the directors about his coming. All seemed to be pleased except Roy Simonson. He said only, "That is interesting."

On that same day I discovered that Garland, on a temporary assignment in Brazil, was writing to Mohegan and others that he should be promised to have Dr. Bauer's job. He had been Bauer's assistant for interpretation and certainly was not qualified to be a principal soil correlator. Fortunately he kept writing to other people and Mohegan until he had everyone mad.

Also that day I had discussions with three new State conservationists. In the evening we looked a bit at the Democratic Convention. It was obvious that the TV people were conspiring to hurt Humphrey because the Democratic National Committee had not agreed to have the convention moved from Chicago to Miami. I looked at it only a bit because they were obviously building a completely false record.

We had a lot of unnecessary work to do and finally got through the week. One of the most absurd and silly conference reports I had ever seen came that week. It was one published by the Rockefeller Foundation as Strategy for the conquest of hunger. It seemed to me that George Harrar had simply gone nuts for self publicity. The report was full of untruths and innuendos. Dr. Byerly who was there ~~said~~ that with all of the arm waving and so on the conference was really worse than the report. A fellow by the name of W. David Hopper included a complete lie saying that the Ford Foundation team in India missed the point of having responsive varieties! The 1959 Ford team report, on the contrary, was one of the first to give this matter equal emphasis with fertilizer and water. I wrote to Al Moseman about this and he almost defended him although he didn't attend the meeting. Obviously Al must have been quite humiliated. I wrote about it to Ensminger. He wrote that Hopper used to work for Ford and that they had dropped him because of his many unreliable statements. He urged that I write to Harrar about this but I never did because it would be an obvious waste of time. It almost looks to me that the agricultural program of the Rockefeller Foundation is in serious jeopardy so long as Harrar is around.

Saturday, August 31, Bill and Carol Johnson drove in and started looking for a house. Monday was Labor Day and I continued work in the garden and Bill and Carol came that evening for dinner.

This reorganization of the garden was a big job. We had to go to the quarry and get stone. I must have set about two tons altogether. Many had to be 30 to 36 inches long to be set deeply enough to hold. Then too, Arthur Thorne brought me two loads in his car.

September 3 Bill Johnson found a house.

On September 6 I discovered about noon that the advance of funds Johnson had requested never had been acted on. Apparently all of the papers had gone into the personnel division and they had lost that one. By getting Bill in immediately to fill out the forms and because of Dorny's relationships I was able to give him the check for \$2,000 that evening!

Bill and his wife have a regular scheme for looking at a great many houses rapidly. Fortunately they found one for immediate occupancy, had a temporary settlement, and were ready to move the furniture in when the truck came. This saved them money and a lot of inevitable breakage.

Saturday, September 7, Mommy, Mary Alice, the children, and I went to a silly SCS picnic near Rockville.

On Sunday I made a detailed plan for the plantings around the "new room."

During the week of September 9 correspondence was heavy, especially ^{work} about soil survey plans. I made a half-hour tape for radio on the great change in meaning of the words "farming" and "agriculture".

On Friday Brammer, formerly of the Gold Coast, came in and we had a pleasant talk about his work in East Pakistan. It seems that during the war with India the army officers discovered the enormous strategic value of the soil maps. As a result a heavy security was attached to them and their use was restricted sharply to only a few people. What a pity!

Sept 196

Sunday, September 15 I went by plane to Lincoln, Nebraska for the State conservationists meeting. We had our rooms and meetings in the University Continuing Education building, which was a fine place for it.

The meeting began at 8:00 a.m. Monday, September 16, with a welcome by Chancellor Clifford Hardin. He left right after his brief talk and as he walked by where I was sitting he stopped and chatted for a minute, shook hands, and patted my arm. He is a nice man. Then Assistant Secretary Baker spoke much longer than he was scheduled. It sounded like a swan song.

Don Williams talked far too long. He said very little about the Soil Survey, which, in the mood of his speech, was an unconscious complement. The hand-out speech was 17 single-spaced pages. Williams announced that he would retire 20 January, 1969 and then go with Ford in India. He also announced that Ken Grant had been appointed to replace him by Secretary Freeman. It doesn't seem to me that a worse time could have been chosen. Had he been sincere about the Service and about Grant he would have retired the spring previously.

After lunch I met with the western group on "servicing all people." This started with a very long statement by Gordon Zimmerman on districts and about the function and leadership of districts. From what he said one would gather that most district supervisors were quite reluctant dragons.

In so many of the talks by Berg, Heinen, Zimmerman, and others they said in one place what great leadership district supervisors furnished and in other places how much the Service must do to improve their leadership. To most reasonable people it was plain that many of these men were being pushed into positions they did not quite understand.

the following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education.

The following is a list of the names of the persons who have been

Sept 1962

John Baker went ahead and talked about the need of people "who have a graduate course in rural regional planning as a part of rural sociology." This is just nonsense. Then there was talk about HUD grants to help with planning "multiple county districts" and also about "regional comprehensive planning." Most of what was actually said seemed near nonsense. Our people in SCS are so very weak in economics.

After a long dinner I had a meeting with the State SCS people from Michigan and Wisconsin about their very bad field sheets.

I spent much of my time at these regional meetings on "servicing all people" with very few new or useful ideas coming forward.

On September 18 I ducked the field trip partly because it looked like rain (and it did rain most of the day) and spent my time in the Soil Survey lab, with our people in correlation, and with the cartographic group.

We had more of these general discussions on September 19 and a wind-up session Friday forenoon. I got away just before lunch and was home at 8:45 p.m.

Saturday, September 21 I watered most of the garden and repaired the stone terraces around the part having the compost bins.

Sunday I painted plant stakes. Mommy and I went to two nurseries with the Thornes. We brought home a small Canadian hemlock and ordered a large blue spruce, a large Hatfield yew, and a nice big holly, part ~~English~~ and part American.

Monday, September 23 I caught up pretty well on the backlog at the office. I received a copy of a book on the soils of Okinawa dedicated to me as some kind of special international soil scientist. When I got

home that night I found we had two enormous windows for the new room and had to get one of them changed.

Tuesday afternoon Dr. David Kaser called on me about the gift of my soil science library to Cornell. We had a pleasant conference. Everything seemed fine but he followed this with a letter that still left things vague that someday I must answer.

I wasted part of the week on a silly conference on what John Baker called "outreach". Several of his political appointees spoke about this great program and what it had done. The whole effect was a big lie. All of the theoretical basis for this kind of rural planning began under Dr. Bushrod Allin in the Bureau of Agricultural Economics in the late 30's under what was called the "County planning program." Nearly all of the agencies were opposed to it, especially SCS and PMA, because they did not want to cooperate and lose their own freedom to do as they pleased. The leaders of these two agencies got Congress to cut it out. Then it was started up again in the Eisenhower administration under True Morse who was Undersecretary. He had no one really in charge. I helped him all I could but nobody had responsibility. It ^hould have been given to Extension. Then John Baker started to play around with it and called me over to discuss it with him in the early part of the Kennedy administration. I explained to him what had happened and he agreed. At first I thought he would make a go of it but he made so many mistakes that in spite of the money used not much really happened.

Our new room seemed to go along well.

The week end of September 28 and 29 we did some garden work and saved a lot of left over boards and split a lot into kindling, some of which was stored in the north attic.

the Director

September 16, 1968

Dr. Charles E. Kellogg
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Dr. Kellogg:

Thank you for your very kind invitation of 11 September to dine with you on September 24. I regret exceedingly that I am already committed elsewhere and will be unable to accept, but I appreciate your thoughtfulness.

I look forward to seeing you on the afternoon of the 24th, and to talking with you about your book collection.

Very truly yours,

David Kaser
Director

DK:jz

4 September 1968

Director David Kaser
Cornell University Libraries
Ithaca, New York

Dear Director Kaser:

Thanks for your letter of 29 August. Unless something critical that I do not foresee arises, I shall be here 24 September.

My office is in the South Building of Agriculture, Room 5212, on the southside of Independence Avenue near 12th Street, S.W. The telephone is DUDley 8-3905.

You could see some of the important current things in my office. The largest part of my collection, including the rare books, are in my home--4100 Nicholson Street, Hyattsville, Maryland. I should like to have you see some of them and the special files. Unhappily, builders are likely to be busy there, making a new room, partly to house my library!

Then too, you might care to glance at my James Joyce collection which includes firsts of all his works, most of the critical works, many of the books about Paris in the 20's, and a large part of the books Joyce used as primary sources.

Sincerely yours,

Charles E. Kellogg

bcc:
Marlin G. Cline

ie Director

August 29, 1968

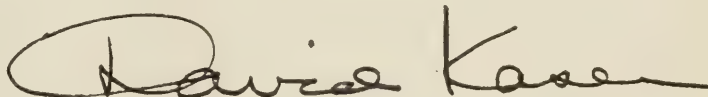
Dr. Charles E. Kellogg, Director
Study of American Colleges of Agriculture
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Dr. Kellogg:

Professor Marlin Cline has shown me your letter of 9 June concerning the ultimate disposition of your library, and I wonder if I could come talk to you about it. Since I have only been with Cornell University since August 1, I am imperfectly acquainted with the history of your communication and relationship with the Cornell University Libraries. I am, however, optimistic that a reasonable resolution can be found to any differences that appear to exist between us.

I find that I will be in Washington on the afternoon of September 24 and wonder if it would be convenient for you to see me on that afternoon. I look forward to hearing from you in this matter.

Very truly yours,

A handwritten signature in dark ink, appearing to read "David Kaser". The signature is fluid and cursive, with a large initial "D" and a long horizontal stroke at the end.

David Kaser
Director

DK:jz

11 September, 1968

Mr. David Kaser, Director
Cornell University Libraries
Ithaca, New York 14850

Dear Mr. Kaser:

I have your letter of 9 September.
Next week I must attend our annual national
staff conference in Lincoln, Nebraska. I expect
to return at the end of the week and be in my
office Tuesday, 24 September.

Would it be possible for you to come to
my home for dinner after the conclusion of our
discussions in the office?

Sincerely yours,

Charles E. Kellogg

CORNELL UNIVERSITY LIBRARIES

Ithaca, New York 14850

- 1058 -

the Director

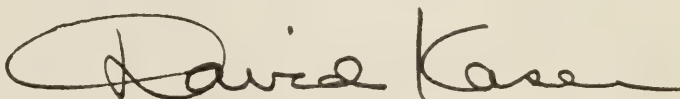
September 9, 1968

Mr. Charles E. Kellogg
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Mr. Kellogg:

Thank you for your letter of 4 September. I look forward to being in your office on the afternoon of September 24. Would 3:00 p.m. be convenient with you? Unless I hear otherwise from you, I will be there at that time, and I look forward to meeting you and talking with you about your books.

Very truly yours,

A handwritten signature in dark ink, reading "David Kaser". The signature is fluid and cursive, with a large, looping initial "D" and a long horizontal stroke at the end.

David Kaser
Director

DK:jz

of the Director

September 30, 1968

Dr. Charles E. Kellogg
4100 Nicholson Street
Hyattsville, Maryland 20782

Dear Dr. Kellogg:

I thoroughly enjoyed the opportunity afforded by our appointment on Tuesday to chat and get a little acquainted. As I knew I would be, I was much impressed with the comprehensive scope of your book collections in soil science and related subjects. They doubtless constitute one of the best libraries on the subject ever brought together under private auspices. There is no question but that it is an invaluable research and reference resource and one which could support admirably the work in its field presently being done at Cornell. Frankly, we would like to have it.

As regards the shelving of your books if they were ultimately to be placed with us, I am confident that both you and we in principle want the same thing: namely, for them to be so arranged as to serve best the needs in perpetuity of our students and researchers. It is our feeling that this purpose could best be served by our arranging your books on our shelves by the Library of Congress classification scheme in such a manner as to allow the intershelving among them of new books on the same subject as they are published. The cohesive subject matter of your books would mean that, when arranged by LC classification, they would fall naturally together in one shelving area, but by allowing books from other sources on these subjects to be shelved with them, your collection would in effect be kept forever current and up-to-date. Shelved alone your collection would soon become moribund and eventually obsolete.

Some of your materials, of course, would have to be put aside for special handling. I am thinking of some of your rarities which should doubtless receive the protection of our History of Science Department. Also your typescript materials should be housed with our other manuscripts, which would enable us to observe your wish that some of it remain restricted for a period of time.

I note that you have a handsome personal bookplate in each of your books. Instead of substituting our own plate for it, therefore, we would use this device to preserve the integrity of your collection, so that any of our patrons who ever used one of your books would know from the plate that it was from your library. We would also want to designate the area of the library

Dr. Charles E. Kellogg

Page 2

wherein most of your books would be found as the "Charles E. Kellogg Memorial Library in Soil Science," or with some similar appropriate inscription. We hope this would meet with your approval.

In fact, I hope this whole letter meets with your approval because, as I have said, we would like to have your library and we feel it would be of greatest utility to scholarship here if it were to be handled according to these procedures. I will be interested to learn your feelings in this matter.

With best regards,

David Kaser

David Kaser
Director

JK

DK:jz

I got the paper for Brady to Mrs. C^oilton and pretty well got it in shape.

The workmen were certainly beating our nice ivy pretty badly.

During the first week of October I took some leave to work on the new terraces.

Ignatieff came to visit us Saturday, October 5 and left the evening of Sunday, October 6. We had a very good talk indeed.

On Monday, October 7, I had another heavy accumulation of mail and sent the paper about The potentially arable soils of the world, together with critical measures for their use, to Dr. Brady.

The USDA had been handed from the Budget some arbitrary personnel ceilings. DAW helped his "pets" and gave Grant practically no latitude, which was bad.

October 9 Mommy, Mary Alice and I select^{ed} and bring^{ought} home about 1,300 pounds of stone for the critical terraces.

The following Saturday, October 12, Pat and I finished all of the holes for the big plants by the new room and I got most of the terraces done.

October 14 and 15 I attended the meetings of the Agricultural Research Institute in the National Research^y Council. These meetings went very well indeed, including very nice movies and explanations of modern food processing plants. Wadleigh gave an excellent talk on the Department's work on water control including research and the small watershed program. Don Paarlberg gave an excellent talk on the outlook for foreign food sales and so on.

Actually this obscure Institute is the only meeting place of all those interested in agriculture. The USDA ignores most of those in industrial sectors. It has not even one qualified man in fertilizer technology, for example.

October 16 and 17 were ordinary days. I spent quite a bit of time with Bill Johnson as I had been doing as time was available. Friday, October 18, I stayed home to take care of the new soil we had ordered. Unhappily it rained in the morning but this stopped about noon. A truck dumped $3\frac{1}{2}$ yards in our driveway. We shoveled about 2 yards of rejected clay into the empty truck. Finally Pat and I got all the soil in place for new terraces and stored some near the compost and in the soil bin. This was a real job of work.

Unhappily it rained again Saturday and I went with Mommy to look at furniture for the new room. We had hoped to bring home our new trees but the nurseryman said it was too wet to dig them.

Sunday, October 20, with Mommy's help I raked the leaves and moved four aucubas and four azaleas.

October 21 I ~~took~~ care of accumulated correspondence and had a long talk with Haines and Rose of ARS about the Congo. They had been asked to work out a plan, should money become available, to rehabilitate the main research station. Of course I was delighted to do this; yet it showed a basic and devastating weakness in USDA administration. Neither of these men knew anything ~~whatever~~ about the previous research program, the people, or the country. First I had to get an atlas and show them where it was! Curiously I received the same day from Jurion a part of the proof of the English edition of his new book. I finished it the next day and returned it to him with several comments to improve

the use of words for American readers. I also worked on a speech on soil and suburbia for the annual meeting of the Washington State Association of Soil Conservation District Supervisors.

On October 23 I completed this speech and prepared one for a seminar-lecture in the Department's so-called "Executive development program." During the rest of the week I cleaned up the correspondence and Friday evening we joined the Hockensmiths and their guests at a noisy "do" at the Cosmos Club.

Saturday, October 26, with some help from Pat and Bill Johnson, Arthur Thorne and I brought in the big plants for the new garden and got them put out -- the holly, the blue spruce, and the yew. It was a very difficult job.

The following Sunday I moved in most of the azaleas and Mommy and I went to the Johnsons for a late dinner.

October 28 brought some trouble. Due to my failure to put some agreements with Williams and Dorny in memo form I missed out on some funds I had hoped to have for contract editing. Williams had agreed to this and Dorny had told me I didn't need to have a memo, but while he was away his deputy didn't know that and all the funds got allocated.

I completed the recommended list of books, made at the request of the National Agricultural Library for each person taking their first or second trip abroad on technical assistance. These were basic books in addition to those of the man's speciality and about the individual country to which he had been assigned. The Library had been after me about this for over two years but I had to read about 5 or 10

books for each one I found useful for this purpose. This exercise taught me that literally hundreds of people are writing books in this general field almost wholly from libraries with little or no experience abroad beyond that of a superficial tourist. Many of them are simply preposterous and explain as facts what the author assumed had ought to be.

That week we had an FAO interagency committee meeting and several other discussions including a Soil Survey staff conference. Then there was more time wasted with the material that came in from the broadcast request for ideas in the Service. I had another visit with Leo Anderson about his work in Libya and prepared more speeches and book reviews.

On Friday, November 1, I remained home and Mommy and I went to the quarry for some more stones to finish the landscaping around the new room. The following Saturday and Sunday I had long days in the garden and finished the stone work and most of the transplanting.

I was at the office the whole week beginning Monday, November 4. I worked on speeches, book reviews, and correspondence. I briefed several young men going to India on election day, November 5. The next day we had the terrible results of the election. Although I didn't trust Mr. Nixon and liked Mr. Humphrey I was pretty disgusted at what the Democrats had done in Agriculture, including the \$100 contribution I had to make each year.

I stayed home November 7 because our new bookcases were to come. I completed a new nursery frame for little azaleas and spent the rest of the day arranging books in the new room.

Friday, November 8 I had the accumulation of many little problems. At the staff conference it was abundantly clear that Don Williams was very happy that he had planned to retire. Many others were also happy

and still others were very much worried.

During recent weeks Don Williams had been showered with congratulatory telegrams, letters, statements, plaques, and so on. Nearly all of these were written, prepared, and arranged for by Ray Heinen and Norm Berg. Williams had become a kind of egomaniac over the years. He got these glowing tributes, not for merit but because many people had found that he was highly subject to flattery and that by this method they could get what they wanted. This weakness in such an advanced form is analogous to alcoholism -- the more one takes the more one needs.

Roy Hockensmith persuaded me to give another speech on tropical soils for a Pan American group *in January*

On Saturday, November 9 I worked all day on the garden around the new room and finished it.

On Sunday, November 10, I painted the new azalea nursery frame and in the afternoon Mommy took me to the Statler Hilton hotel where I registered for the Land-Grant meetings -- acutally now the National Association of State Universities and Land-Grant Colleges.

The next day Monday, November 11 was a holiday but I spent it at these meetings. Mommy came for me about 4:30. The conferences in the halls were interesting but I was terribly disappointed in most of the speeches of the agricultural division. Dr. Earl Heady of Iowa pretended to review the development of agriculture but left out completely everything except farming and farm research.

I was amazed at Dean Pound of Wisconsin. He knows nothing about the background of his own university. He even said that the colleges had done nothing about resources prior to 1940! That certainly took care of the Cooperative Soil Survey between 1899 and 1940! All of the

All of the land-grant colleges in the Lake states had been prominent in resource work since 1900 including Wisconsin. In fact Wisconsin pioneered the development of rural zoning.

Some of the other speeches were not so bad and I was highly gratified how many of them had taken up the ideas in the Carnegie book, especially in research, extension, and undergraduate teaching.

In the afternoon of November 11 I went to the session on resident instruction. Some of it was pretty good and part of it was pretty bad. Brunner, who had been in the Office of Education, had been dropped, as indeed he should have been. But for this session two other men were sent and they made absolutely absurd statements -- even worse than Brunner's. Neither had the slightest idea about the modern agricultural college.

I saw Geyer there who had been making a career as the executive secretary of a commission in the National Research Council financed with a small grant from the National Science Foundation. This had been started in 1961 with a self-perpetuating committee and had gotten nowhere, although they had issued some statistical reports and some useless suggestions about curricula. Dean Larson of Penn State was the current chairman and reported on their financial difficulties although he said there was a prospect that they might get some money. It would be a pity if they did.

November 12 I rode in with the car pool and attended a few sessions but mainly had conferences with various deans. I hope I was more effective with the dean at Washington State than I had been with Dean Cowdon at Michigan State. Cowdon had asked me about combining their poor department

of soils with their poor department of crops last spring. At his request I wrote him a long memorandum analyzing the whole situation and why this would condemn one group or the other to complete mediocrity, and more likely both. I gave many examples. But it did no good. I plan to watch Washington with interest.

I had a long talk with W. K. Kennedy, Assistant Provost at Cornell. With my help he had gotten David Knapp for dean of Home Economics and he insisted that I find for them a new dean for their School of Business and Public Administration. I encouraged him to talk with the people at Harvard. Apparently he had tried to get something there without any luck. He asked me about some of our assistant secretaries who would be leaving. I explained that not a single one would be even close and that I did not know well enough those in Commerce.

After some more conferences I returned to the office and cleaned up my correspondence.

On Wednesday, November 13, I handled some more proof for Jurion on the English edition of his book. Then in the afternoon I went to a special meeting of the land grant group at which they presented a considerable book, Building institutions to serve agriculture. (236 pp.) This was a joint study by several universities and a few people from AID about experiences in trying to develop suitable research and teaching institutes in foreign countries.. For obvious reasons in the book and in their discussions that presented a summary of it, they avoided the names of people, countries, and both foreign and U.S. universities.

I couldn't help having a little fun. Dr. Ira L. Baldwin served as moderator. He was a fine old man from the University of Wisconsin who spent many years as a bacteriologist. He began the question period by saying, "Since we have no microscopes here I'm asking you to write out your questions and comments." Of course that work "microscope"

is much more familiar than the recent one "microphone."

Early in the discussion Dr. Baldwin asserted that little was known about tropical soils. So I wrote a comment and sent it up. He read it, which went something like this: "Actually a very great deal is known about tropical soils. Unhappily not all of it is in English. The trouble is that almost none of the American professors have read any significant part of this vast literature and even fewer have passed any of it on to their students." After he had read this he made an additional comment. And I insisted on replying without the aid of a "microscope" and we had a nice debate. I referred to this fine new book by Jurion in French. I knew my colleagues wouldn't read it so I had encouraged his government to develop an edition in English. I explained that I had gone over part of the proof that very morning. I said that the book would be out in early 1969 and he and I could tell how much it was used.

It turned out later that this little by-play got a lot of comment in the halls so I couldn't have had a better chance to advertise the book.

November 14 Dr. D. W. Thorne of Utah State came in early for a discussion of some kind of project they are developing with AID to look into the opportunities for irrigation in South America. At the moment Utah had a good soil scientist on their staff -- Dr. A. R. Southard. We agreed to allow him to study our manuscript soil maps here in Hyattsville at some convenient time in December or January.

That same day I had lunch with Hollis Williams. I hadn't realized how very bitter he was about Williams, the selection of Ken Grant, and of Norman Berg to replace him.

On November 15 I made a strong appeal for more Soil Survey funds. We ~~had~~ a strong case for funds for publication but certainly not for new mapping until we caught up on publication.

On Saturday and Sunday, November 16 and 17, we pretty well cleaned up the leaves for the moment and I spent the afternoons arranging the Joyce books.

November 18 and 19 I spent at correspondence and memos. I had also begun to prepare a nomination for Carl Dorny to receive the Distinguished Service Award. I was afraid that this might become an uphill job.

From about 10:30 November 20 to about 3:30 November 21 I spent going to an executive-training program at Front Royal. A very nice young man, William Wigton of SRS, was assigned to drive me out in a government car. He was a very fine young man just back not long ago from a tour with the Peace Corps in Ethiopia. He has a wife and baby and is trying to hold his job and get a Ph. D. in mathematics. I had a session of about $3\frac{1}{2}$ hours with two separate groups of about 24 each. These were men from various parts of the Department from about Grade GS-12 to GS-14. Some were young, some were old, and most in the middle. Also 5 or 6 from State departments of agriculture were there.

I lectured to them for about an hour about the development of American agriculture and the enormous changes in it since the Department was founded. The main thrust was to expose the fallacies caused by confusing "farming" with "agriculture." By far the majority of people working in agriculture were not working on farms. I really laid it on the line and explained how backward the Department, the land-grant colleges, and the farm organizations were in not understanding

modern agriculture. And so on and on. During the rest of the time I mainly answered questions. Several of the people in both groups knew my interests and a lot of the questions dealt with foreign agriculture. I dealt with these questions despite the fact that it was obvious that many had no background whatever in foreign affairs and became a bit bored.

Friday I got fairly well caught up with correspondence.

On the weekend I took care of most of the leaves on the ground and worked a bit with the books.

The week of November 25 was an ordinary one with a lot of speculation about who would be Secretary of Agriculture for Nixon.

I worked a bit on the leaves on Thanksgiving. Robert, Joan, and the children came about noon. We had our Thanksgiving dinner in the evening. Mary Alice, Stephanie and Randall were also here.

I stayed home Friday, November 29 and worked at leaves in the morning. After lunch I went with Robert and Joan who were after some wines. It was a long way to Pearson's on Wisconsin Avenue. Never had I been in such a crowded store anywhere in the world. In the evening Mommy invited the Dykes and the Johnsons to have dinner with us.

Saturday, November 30 I worked on the leaves in the early morning and in the afternoon.

Sunday, December 1 about 6:45 a.m. Mommy took me to Friendship airport. I took the plane to Portland, Oregon. Mel Williams met me and we went to his office to look around. I explained to him that I was very tired and he drove me to the Quay Inn just on the edge of Vancouver, Washington.

Some of the people had registered for the meeting that week of the Washington State Association of Soil Conservation District Supervisors. I chatted with a few, had an early dinner and went to bed.

Monday, December 2 my biological time clock was still off and I was up about 5:45. Most people here got up late. Only 3 or 4 were eating breakfast at 7:40. Then too, I had forgotten how awful the western newspapers were.

I went to the meeting at 9:45 but few people came. Right after lunch I had a television interview. Both the cameraman and the interviewer seemed unskilled. I was on a panel to talk about problems in suburbia with three others. Then the room was crowded. I had cut my talk a bit so that we would be sure to have time for questions. The moderator, however, made a speech which wasn't scheduled. This took more than the time I'd saved out of my talk. I was the first speaker and I think my talk went well although later I was sorry I had cut some of it.

Then a Donald Nelson spoke. How a man like that got invited I don't know. He was billed as an engineer but he was obviously controlled by the real estate people. He said that it was necessary to use bad soils for housing because all the others had been taken up! What a lie!

Andrew Hess had a very long slide lecture with propaganda for some of HUD's schemes to pack houses into a small space where land costs were permitted to be very high.

And so it went.

I'm sorry that the moderator had planned no question period because I could have had some fun with these fellows. Yet I think I had the audience and the press with me.

Page 1488

I had another television interview, press photos, and so on.

Again I went to bed early.

December 3 Verne Nelson, the A.C. for the Olympia area, Ray Chapin, Dale Snyder, and I had an early breakfast and drove in the pouring rain to Olympia. Here I was taken about for conferences with a State planning and development group, a pollution control board of some sort, and a new rather academic planning group. The first group was concerned very much with water and flood control and was quite a bit the best. The group headed by Dr. Slavin were all recently in universities. Most had had essentially no practical experience in community planning, and obviously not much through reading either.

The group on pollution was inexperienced but was much more open minded. Some of them had had practical experience in sanitation, highway construction, geology, and other specialized jobs.

We left Olympia about 4:00 and drove in the rain to Bellevue, a satellite of Seattle. That evening I attended a dinner put on by the local soil scientists for Ray Chapin, the State soil scientist, who was retiring about Christmas time or a little after. I had heard rather poor reports about Chapin yet I was rather well impressed with him on this trip. Further it was obvious that people in the Service and out of it liked him and trusted him more than anyone else in our State office. The State conservationist, Krauter, was a notoriously weak man and the State administrative officer was a terrible bureaucrat.

December 4 we packed up in the morning and went to the local SCS office. Here too I had press interviews but spent most of my time in seminars with local soil scientists.

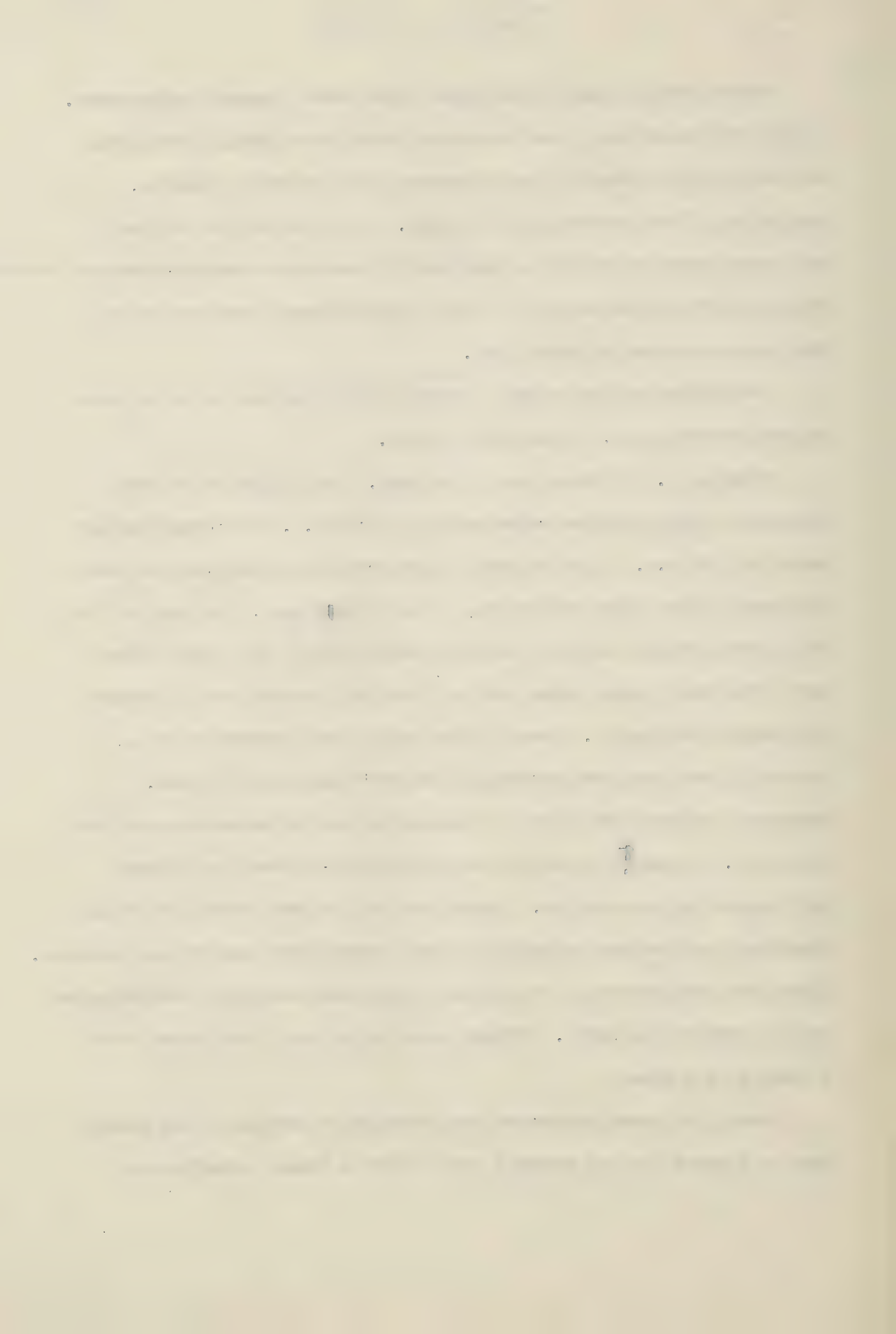
Dec 1968

After lunch we went to the Puget Sound Power Company headquarters. I soon discovered that I was to give a speech to a fairly large group of people in this Seattle area concerned with community planning, sanitation, flood control, and the like. As it turned out this was a very good group and we had an excellent discussion or seminar-question period. We then left for the airport in time to have dinner there and get on the plane which was a little late.

Bob Mitchel met me at the Spokane airport and took me to my room at the Redpath hotel. I went soon to bed.

December 5. My sleep wasn't too good. The fellow in the next room had a loud telephone conversation at 3:00 a.m. and slammed around again at 5:00 a.m. I got up and did some reading and writing and about 8:00 went to the state office only a few blocks away. For most of the day I had a seminar with all the soil scientists in the state office and a few other people there and the field soil scientists of eastern and central Washington. Some of them made a good impression on me, especially one young man getting his Master's degree at Pullman. I arranged a private chat with him because he said he wanted to work for his Ph. D. I strongly urged him to try to get to Cornell or Raleigh and I would try to help him. During this day we went over most of the important problems and potentials in soil survey work and its applications. After this long session I stopped in a book store and got a few things on the way back to the hotel. Mitchel came for me and I had dinner with a group at his home.

Except for press interviews the forenoon of December 6 was nearly free so I wrote out the speech I was to give a class in English at



Montgomery Junior College by telephone the next Monday. This had to do with the principles and logical methods of science in relation to accuracy of writing and I included quite a bit about the need for broad reading by both scientists and arts majors.

I had lunch with the Inland Empire Chapter of the Soil Conservation Society. After lunch I addressed that group on soils and community planning with emphasis on suburbia, recreation, and new communities. It seemed to go very well indeed.

After the meeting I had a good talk with Mitchel and Chapin and rested awhile before a fairly early dinner by myself.

I had an early breakfast on December 7 and Bob Mitchel came by at 6:45 a.m. and took me to the airport. A little like Columbus, I went west to Seattle in order to go home. The plane was on time in Seattle but I noticed no labor around handling baggage. My plane to Baltimore left about on time with a strong west wind. We arrived in Friendship about 4:30 and I didn't get my bag until the next morning. The Northwest handlers had torn my United name tag off when it came the next day.

Sunday, December 8, I worked on books and rested.

When I got to my office the next Monday morning I found an enormous mess of correspondence. Then between 11:00 and 12:00 I gave the telephone lecture to the class at Montgomery Junior College.

That day we had some excellent news which hardly seemed possible: Nixon announced that Cliff Hardin, Chancellor of the University of Nebraska, would be his Secretary of Agriculture. This promised to be some change after 16 years of anti-intellectualism in that office.

But it was not, C.G.K.

On Tuesday we had a technical seminar and I had a brief conference with Ken Grant.

Dec. 1968

The next day I worked on the speech for the Pan American group on the management of tropical soils. In the afternoon we had the silly Christmas party.

Thursday, December 12, we had the administrative staff conference during the whole forenoon. As usual this was slow. Williams talked and talked.

That evening Mr. and Mrs. Wigton came for dinner at our home.

Friday Mr. Williams gave us a one-man seminar at staff meeting and in the afternoon the Soil Survey staff had a long discussion with the PPB staff.

Saturday, December 14, I completed the tropical soil paper, fixed Mary Alice' book shelves, and we gave our kitty Shem a bath.

Sunday, the next day, was cold and windy.

Monday, December 16 we started the staff conference with the principal soil correlators at Hyattsville. This was presumed to be our last formal conference on the new system of soil classification prior to its preparation for publication.

Tuesday, December 17 I drove to the office in town in order to get my correspondence current and especially to attend the FAO interagency committee meeting. On the whole this was not a very good meeting but informative.

Wednesday, December 18 I continued with the meeting of principal soil correlators at Hyattsville. That evening they and Mr. and Mrs. Johnson had dinner at our home.

The next two days I was at Hyattsville with the principal soil correlators. We finished up pretty well with a few questions to be worked out the next month. The boys finally took a sensible position

Dec 1948

for the first time on the central concept of the Typic Oxisol -- my Red Latosol of the Congo.

Saturday, December 21, Mommy and I cleaned the leaves out of the gutters and got most of them raked off the lawn.

Sunday, December 22, between 8:00 a.m. and 1:00 p.m. I completed the clean up and put the compost to bed. In the evening we went to a little party at the Johnsons and I felt a cough coming on.

That night I coughed all night and decided to stay home the next day. My throat and chest were sore from so much coughing.

On Christmas Day I was still weak.

December 26 Robert, Joan, and the children came about 4:00 p.m. Robert stayed a while and then left for Friendship to take a plane to New York.

I still felt below normal on December 27 and 28 but managed to do a little work.

Sunday, December 29 I was pleased to watch the Colts win the championship of the NFL by beating the Browns 34 to 0.

Monday, December 30 I went into the office though not feeling well so that I could finish the nomination of Carl Dorny for the gold medal. Mrs. Sawyer typed it and Cartographic reproduced it so that I got it in the next day, December 31. I cleaned up my desk and had the paper on tropical soils ready for typing after New Years.

Thus ended a year with some good things, but on the whole a year of troubles.

